

Commonwealth of Massachusetts

Affirmative Action
Equal Opportunity
Diversity

Human Resources Division
Office of Diversity and Equal Opportunity
Annual Report
Fiscal Year 2015



**PRESENTED TO
GOVERNOR CHARLES D. BAKER
AND
LIEUTENANT GOVERNOR KARYN E. POLITO**



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Sandra Borders
Director

Juanita Allen
Recruitment and Outreach Manager

Lisa Harrison
Compliance Officer

Betzaida Herrera
Veterans Program Coordinator

Mission

Our mission is to carry out the Governor's mandates to ensure practices of non-discrimination and equal opportunity and to deliver customer-focused solutions in attracting, hiring, retaining and promoting a diverse workforce within the Commonwealth of Massachusetts. Utilizing best practices and promoting a pro-active approach to Affirmative Action, Equal Opportunity and Diversity, we strive to create and foster an environment that affirms and values the diversity of our workforce.

Vision

To realize a diverse and inclusive workforce where employees are valued and their talents maximized to make a positive difference in the lives of the citizens of Massachusetts.

Core Values

Integrity
Respect for People
Open Dialogue
Accountability

For more information, please visit our website:

<http://www.mass.gov/anf/employment-equal-access-disability/diversity-access-and-opportunity/>

Letter from Director Borders

I am pleased to present the 2015 Office of Diversity and Equal Opportunity's Annual Workforce Report. This report to the Governor is intended to provide valuable information about the current composition of the State's workforce and emphasize areas where public access in employment is still needed. The report provides a snapshot of the executive department's workforce as of June 30, 2015, as well as recent trends.

The Office of Diversity is charged with insuring non-discrimination, diversity and equal opportunity. A key role of the Office of Diversity and Equal Opportunity is to provide our leadership with data to make informed decisions about workforce issues. Having access to this data is critically important when undertaking Workforce planning and Business Process Redesign as a result of the recent Early Retirement Incentive Program (ERIP). This report contains information such as:

- Statewide Workforce Summary Comparisons - FY2015 to FY2014
- Hiring Trends
- Promotional Trends
- Termination Trends
- Outlooks for the future Workforce

The report also highlights some specific achievements of the Office of Diversity and Equal Opportunity during the past fiscal year:

- Migrated to our new Workforce Demographics gathering tool – OBIEE, conducted several working sessions to train and orient Users.
- Assisted with the successful implementation of the Early Retirement Incentive Program.
- Successfully completed the 4th cohort of the Commonwealth Diversity Fellows Program with our partners, The Office of Access and Opportunity, The Commonwealth Compact University of Massachusetts-Boston, and College of Public and Community Service.
- Conducted a couple of Diversity Train-the-Trainer sessions on the Commonwealth's Diversity Curriculum. Formed a working group to revise the curriculum.
- Collaborated with the Employee Service Center during the pilot for Mass Careers.

During Fiscal Year 2015 the Commonwealth continued to strive towards reaching employment parity for protected groups. I hope you find this report informative and demonstrative of our commitment to making the vision of a diverse and inclusive workforce a reality in the Commonwealth.

Sincerely,

Sandra E. Borders

Sandra E. Borders, MSM, PHR

Executive Summary

The Office of Diversity and Equal Opportunity (ODEO) fulfills its missions by ensuring equal access to employment through non-discrimination, affirmative action and diversity policies and procedures.

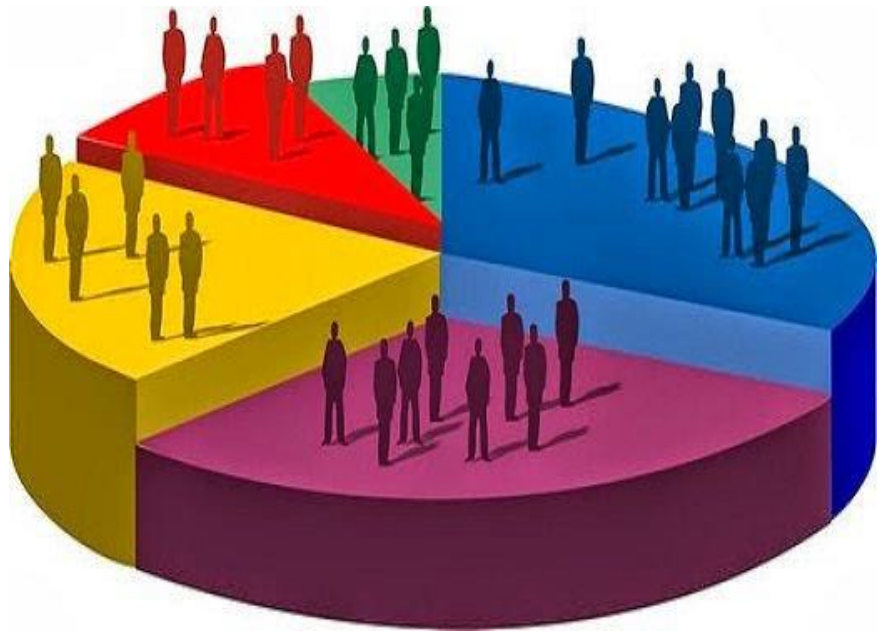
The Fiscal Year 2015 Annual Report represents the workforce analysis for the Executive Branch department. The Commonwealth of Massachusetts continues to strive toward reaching employment parity for protected groups.

Parity goals for the Commonwealth are based on the American Community Survey (ACS) 2010 Census which are as follows: 48.8% Women, 20.7 Minority, 12% Persons with Disabilities (PWDs) (8% for Officials and Administrators), and 7%¹ Veterans.

This report examines the Executive Branch departments' progress during fiscal year ending June 30, 2015.

During FY 2015 the workforce for the Executive Branch departments of the Commonwealth decreased from 45,728 to 44,776. Detailed charts and graphs for each Secretariat in the Executive Branch are included in subsequent pages of this report.

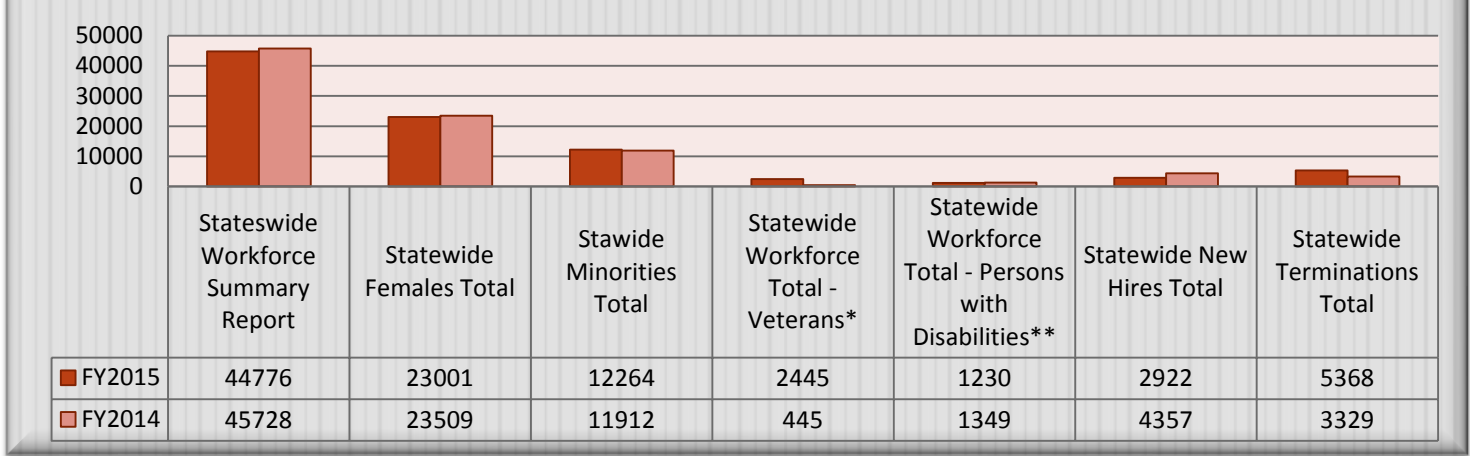
Commonwealth of Massachusetts Executive Departments Census



¹ Based on the Office of Federal Contract and Compliance (OFCCP) and the Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA).

Executive Branch Departments Summary Reports

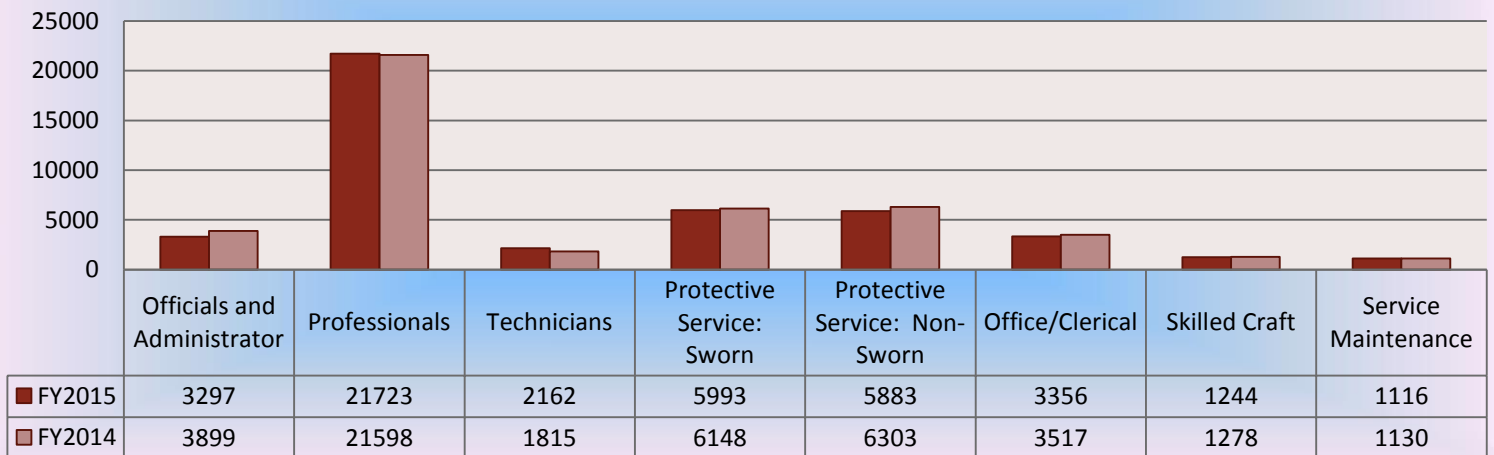
Statewide Workforce Summary - FY15 compared to FY14



* Vietnam Era Veterans (VEVs) were only counted for FY14. However during FY15, VEVs were included in the Veterans overall numbers. For a full report, please click on the [Veterans FY15 Annual Report](#) link.

** This figure represents only those individuals who by statute are self-identified as a person with disabilities.

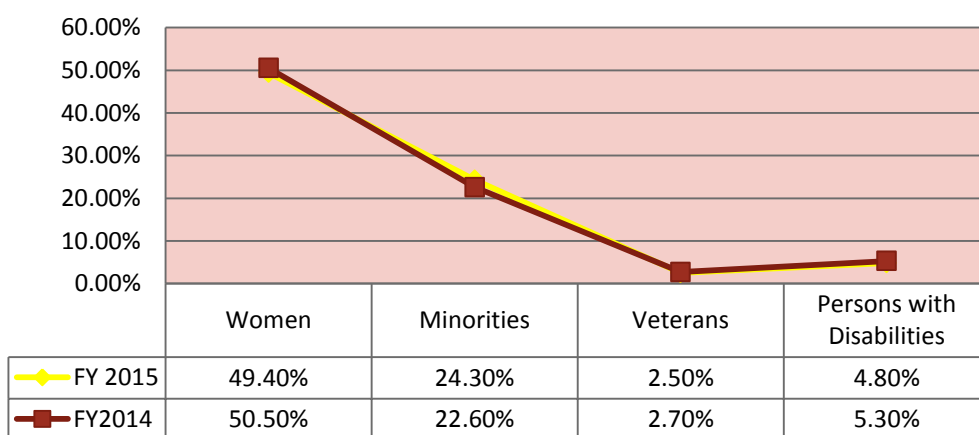
Statewide Workforce Summary by EEO4 Category FY15 compared to FY14



EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE

SECRETARY KRISTEN LEPORE

Demographics as of June 30, 2015



AGENCY'S DIVERSITY OFFICERS

Appellate Tax Board - Joyce Pagonis
 Bureau of the State House – James Henderson
 Civil Service Commission – Cynthia A. Ittleman
 Department of Revenue -
 Division of Administrative Law Appeals – Edward B. McGrath
 Division of Capital Asset Management – James Henderson
 Group Insurance Commission – Karin Eddy
 Health Policy Commission – David Glaser
 Human Resources Division – Wendy Chu
 MA Developmental Disabilities Council – Cathy Jackson
 MA Office of Information Technology – Ellen Wright
 MA Office on Disability – Michael Dumont
 Operational Services Division – Julie S. Sullivan
 The State Library of Massachusetts – Alix Quan

The Administration and Finance Secretariat FY15 Annual Narrative Report

Secretariat Overview: The Executive Office for Administration and Finance (ANF) is responsible for ensuring the financial stability of state government and the efficient, effective, and equitable operation of executive agencies. ANF agencies share a public policy vision of continuous improvement driven by the recruitment, development and support of employees who are collectively as diverse as the citizens we serve.

The ANF Secretariat is comprised of the following agencies:

****Appellate Tax Board *Bureau of the State House*Civil Service Commission*Department of Revenue *Developmental Disabilities Council*Division of Administrative Law Appeals*Division of Capital Asset Management and Maintenance*Executive Office for Administration and Finance *George Feingold Library*Group Insurance Commission*Human Resources Division*Massachusetts Office of Information Technology*Massachusetts Office on Disability and*Operational Services Division***

Workforce Analysis:

A comparison between FY15 outcomes and FY14 outcomes reveals that the ANF secretariat continued to achieve strong diversity outcomes in the aggregate and within the various workforce categories.

Aggregate Data:

- Female employees made up 49.4% of the ANF secretariat workforce; this represented a slight decrease by 1.1%, ANF continues to perform well with this population of employees;
- Minority employee made up 24.3% of the ANF secretariat workforce. The percentage of minority employees increased 1.6% in FY15;
- Employees with a disability made up 4.8% of the ANF secretariat workforce. The percentage declined slightly from 5.3% during the 2014 fiscal year; and,
- Employees who are Veterans made up 2.5% of the ANF workforce. The percentage decreased slightly from 2.7% during the 2014 fiscal year.

Workforce Trends: ANF agencies continued to incorporate diversity as a core organizational value. The ANF agencies partnered with the Office of Diversity and Equal Opportunity (ODEO) to diversify their applicant pools and to promote their open positions across various diverse communities.

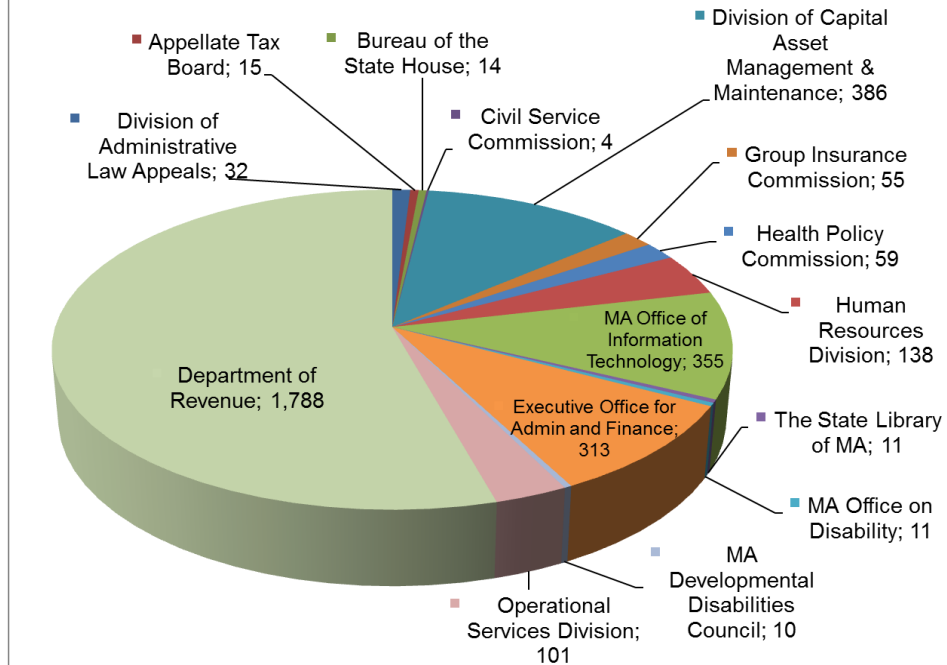
Our hiring trends demonstrate that ANF agencies have worked to maintain a strong record of hiring, protected class members. For example minority employees represented 30.7% of new hires and female employees represented 43.5% of all new hires in the 2015 fiscal year. During the 2015 fiscal year, ANF agencies continued to promote females and minority individuals in meaningful ways. Female employees received 42.4% and minority employees received 22.1% of promotions.

Agency Highlights: ANF agencies employees participated in professional development, programs and mandatory trainings. There were 15 employees across the various ANF agencies who participated in the Commonwealth Supervisors Certificate Program and 24

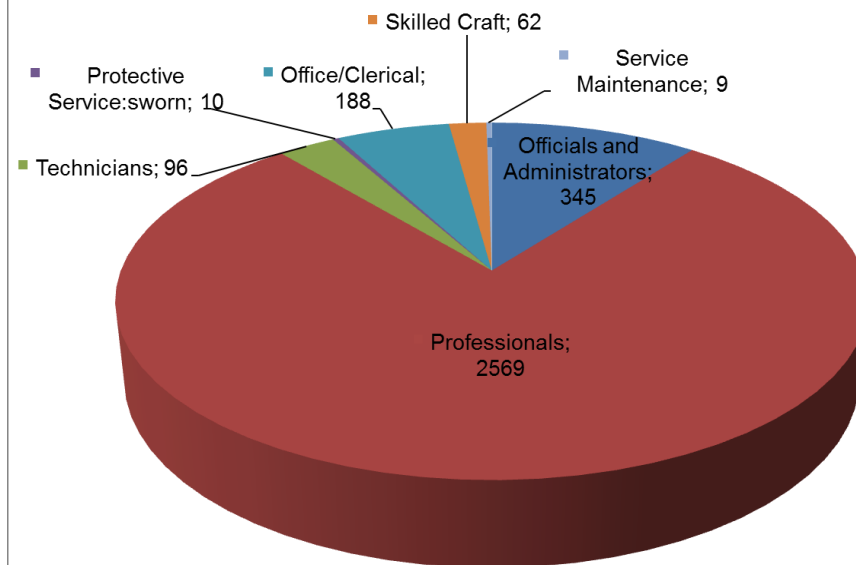
who participated in the Commonwealth Managers Certificate Program. Agencies continued to support internship programs, including the Commonwealth Diversity Fellows Program, a semester-long internship targeted to students of the University of Massachusetts at Boston and the Northeastern University Co-op Program. Despite continuing funding challenges and related workforce reductions efforts such as the Model Employer initiative have advanced employment opportunities and promoted diversity.

Moving Forward: ANF agencies are committed to continuously attracting, promoting, and retaining a highly skilled and diverse workforce. Past strategies will be reviewed and we will make enhancements where necessary to ensure we can continue to have long-term success. Our aim is to advance the Secretary's and this administrations vision of diversity and inclusion across all levels of employment in state government.

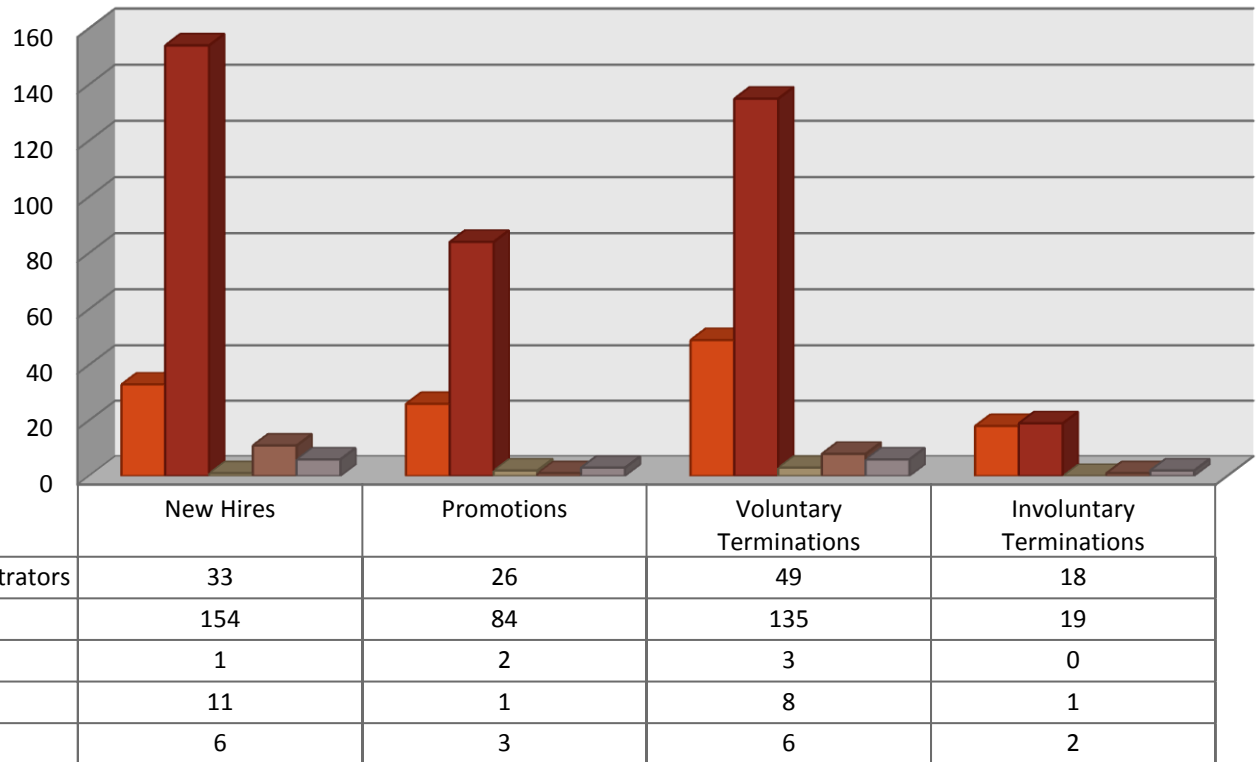
**Secretariat Workforce Summary by Departments
Fiscal Year 2015**



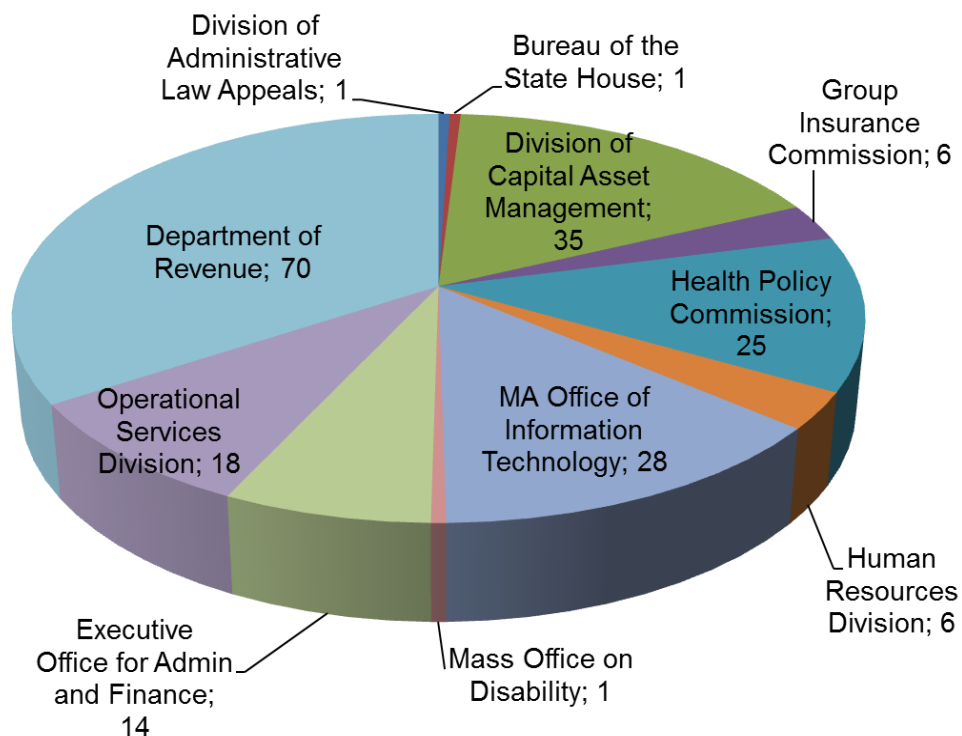
**Secretariat Workforce Summary by EEO4 Category
Fiscal Year 2015**



Secretariat Analysis by EEO4 Category Fiscal Year 2015



Secretariat Workforce Summary by New Hires Fiscal Year 2015

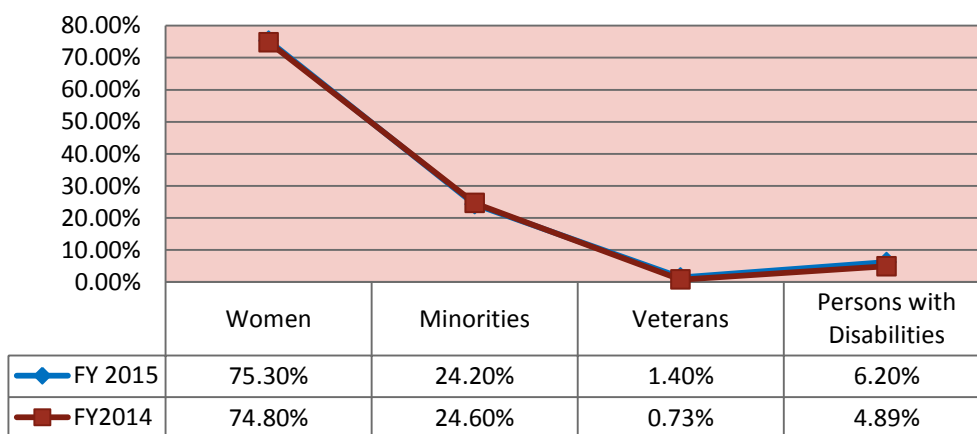


EXECUTIVE OFFICE OF EDUCATION

SECRETARY JAMES A. PEYSER

Patricia McCarthy, Diversity Director

Demographics as of June 30, 2015



AGENCY'S DIVERSITY OFFICERS

Department of Early Education and Care – Sarah Harding
 Department of Elementary and Secondary Education – Patricia McCarthy

EXECUTIVE OFFICE OF EDUCATION

ANNUAL REPORT NARRATIVE FY 2015

INTRODUCTION

The Executive Office of Education (EOE) sits at the center of our public education system, and coordinates the development and implementation of initiatives across our early education, K-12, and public higher education institutions.

We are committed to realizing a more rigorous, comprehensive and successful 21st Century education system that expands on our achievements so that we ensure all Massachusetts students are prepared to succeed in the global economy. By investing in research-based strategies, raising standards and accountability, improving assessments, increasing the quality of teaching, promoting innovation, enhancing student supports and rewarding excellence, Governor Baker is ensuring that all Massachusetts students not only remain at the head of the class nationally, but are positioned to successfully compete internationally and to realize the American Dream.

OVERVIEW

The EOE serves as a single, responsible authority within the Commonwealth's comprehensive education system, which is comprised of the Department of Early Education and Care (EEC), the Department of Elementary and Secondary Education (ESE), the Department of Higher Education (DHE), and the University of Massachusetts (UMASS). In addition, the Executive Office of Education advises the Governor on matters of education policy, helps shape the Governor's policy agenda, and works with the Commissioners to build a seamless Pre-K - 20 public education system.

BROAD COMPARISON OF WORKFORCE

The Secretariat's workforce currently consists of 855 employees at its agencies (excluding UMASS). The decrease in staff from FY'14 resulted in a small decrease in minority staff however overall EOE maintained staff levels above parity in the female and minority categories and realized an increase in persons with disabilities. EOE agencies will continue strong efforts to increase the employment of people with disabilities and Veterans by providing an accepting, accessible, and supportive work environment for all employees.

EOE agencies will continue to encourage employees to self-identify by addressing employees' concerns regarding the confidentiality, retention, use, and disclosure of disability-related information. It is the practice of EOE agencies to discuss this subject at each employee orientation, survey staff twice annually, and provide accommodations to enhance work activities regardless of self-identification.

EOE agencies continued to participate in Professional Development Programs, Mandatory Training and related agency-based activities throughout the year. EOE agencies also continued to support internship programs as a means of providing valuable work experience for participating students and marketing the Commonwealth as an employer of choice.

Annual Narratives from The Departments of Early Education and Care and Elementary and Secondary Education are attached which contain specific details of each agency's accomplishments.

EOE HIGHLIGHTS OF FISCAL YEAR 2015

In FY' 14 EOE successfully recruited a female veteran from Operation Desert Storm. EOE is pleased to report the advancement of this staff person in the later half of FY'15/

EOE had the honor of hosting two graduate level student interns in the IT and Inclusive Concurrent Enrollment units. We can only hope that the students found the experience half as rewarding as we did. EOE expanded the student intern program early in FY'16.

EOE realized the goal of creating the position of Secretariat Diversity Officer to ensure EOE agencies continue to promote an organizational culture that values all employees and customers regardless of age, color, disability, national origin, race, religion, sex. A component EOE was able to introduce with the creation of this position was the distribution of monthly emails providing staff with educational and historical information on different cultural celebrations. The reception of these emails was extremely positive with several staff indicating appreciation for the ability to improve their understanding of and enjoyment for aspects of our unique cultures!

EOE continues to work towards increasing the compliancy rate for the Commonwealth's Mandatory Diversity Training for all employees (Part I) and the Commonwealth's Mandatory Diversity Training for Managers to ensure that all staff members are appropriately trained in areas related to diversity awareness.

MOVING FORWARD

FY'16 introduces a year of transition and change. The Employee Retirement Incentive Program offered late in FY'15 resulted in the signification staff reduction. However, each agency is actively engaged in using this opportunity to strategically look at their organization and operations, creating more efficient ways to conduct business while increasing areas of growth and development for existing staff.

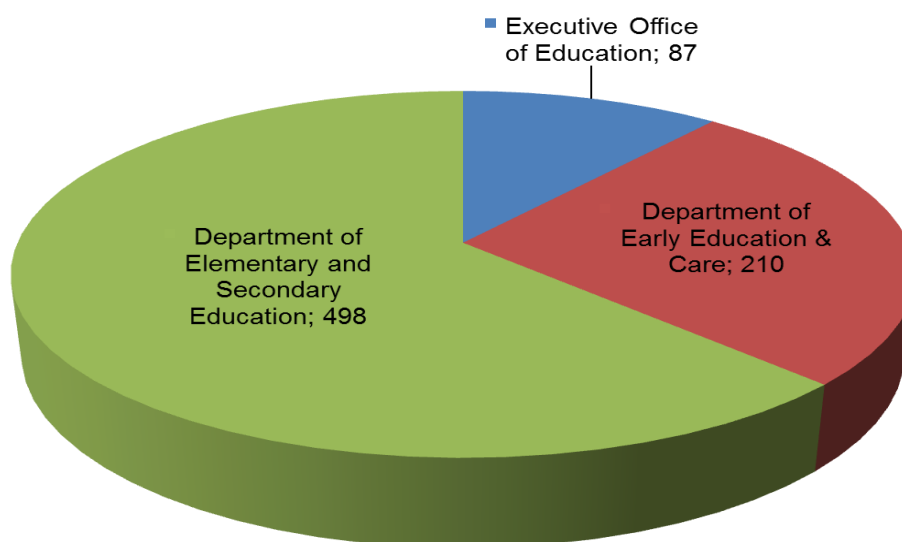
EOE agencies also entered into a partnership with the Executive Office of Health and Human Services' Center for Staff Development which allows staff from the education agencies to attend trainings offered by the CSD. This collaboration greatly increases the opportunities for professional development.

Lastly, EOE eagerly looks forward to incorporating the new automated Mass Careers Hiring System into our hiring process in our continued efforts to recruit and retain a workforce that reflects the population and constituents served by the agencies within EOE.

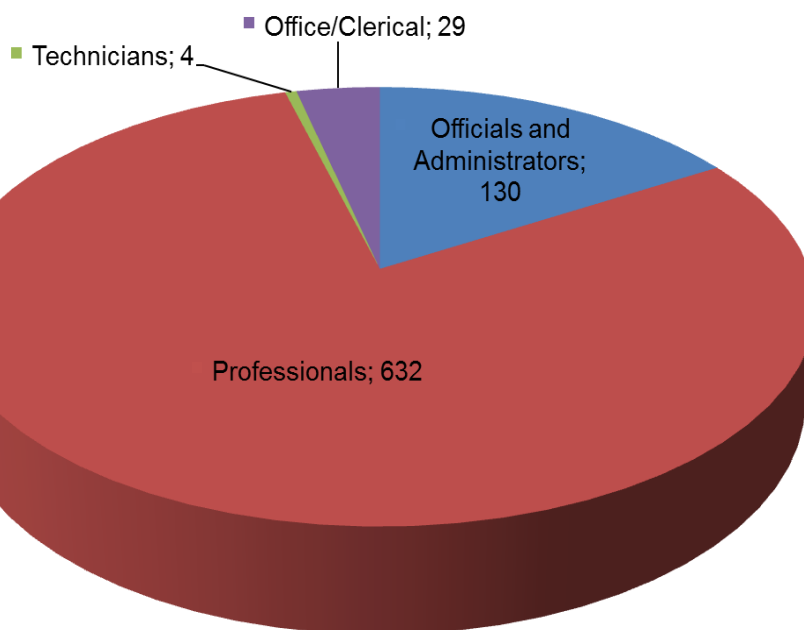
CONCLUSION

We are committed to creating a welcoming environment for a diverse range of highly skilled professionals. Our environment is one of mutual respect, integrity, inclusion, professionalism and accountability.

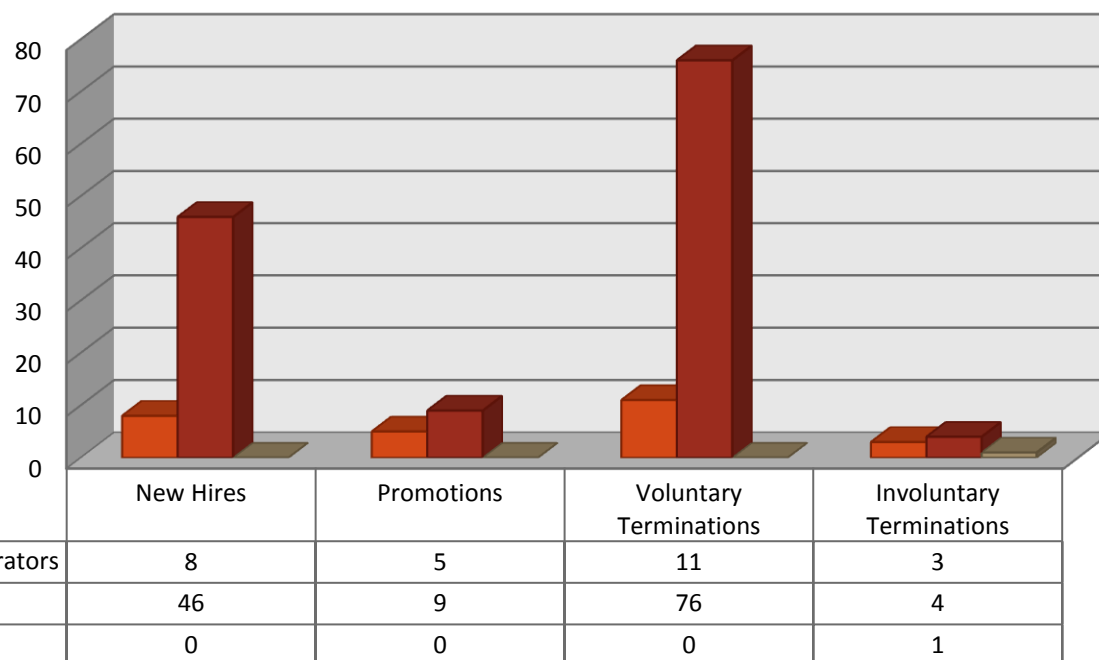
**Secretariat Workforce Summary by Departments
Fiscal Year 2015**



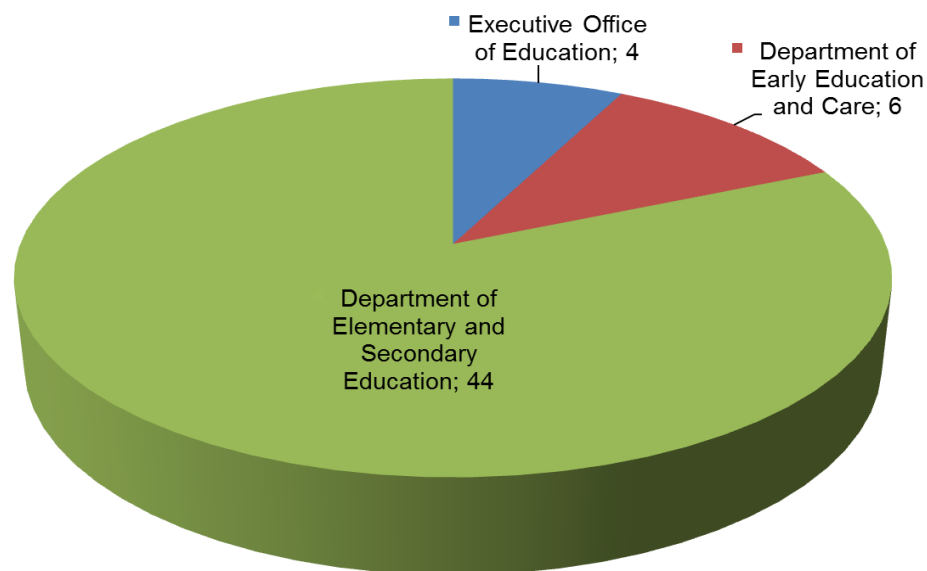
**Secretariat Workforce Summary by EEO4 Category
Fiscal Year 2015**



Secretariat Analysis by EEO4 Category Fiscal Year 2015



Secretariat Workforce Summary by New Hires Fiscal Year 2015

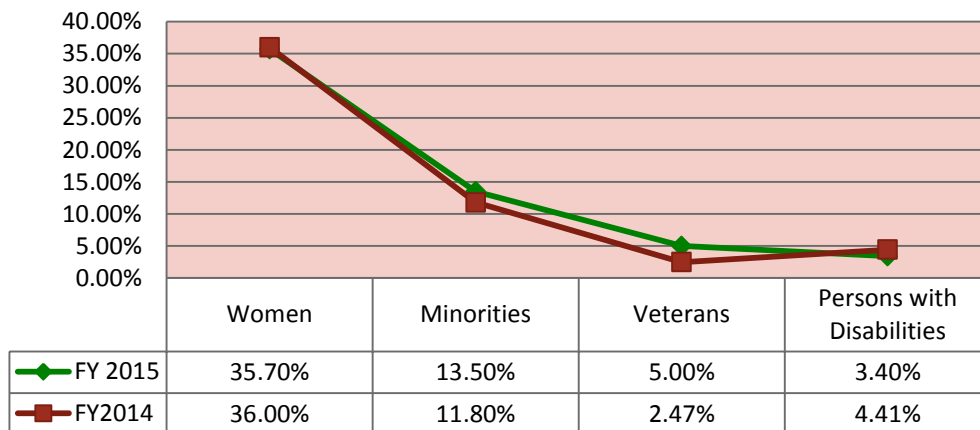


EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS

SECTRETARY MATTHEW A. BEATON

Evanice Torres, Diversity Director, Interim

Demographics as of June 30, 2015



AGENCY'S DIVERSITY OFFICERS

Department of Agricultural Resources – Mary Beth Burnand
 Department of Conservation and Recreation – Agatha Summons McGuire
 Department of Energy Resources – Sharon Harris
 Department of Environmental Protection – Michelle Waters-Ekanem
 Department of Fish and Game – Johanna Zabriskie
 Department of Public Utilities – Theresa Kelly

Executive Office of Energy and Environmental Affairs (ENV)
Annual Narrative FY 2015

Mission Statement

The overall mission of the Executive Office of Energy and Environmental Affairs is to safeguard public health from environmental threats and to preserve, protect, and enhance the natural resources of the Commonwealth.

OVERVIEW of Secretariat and Agency Relationship

The Secretariat oversees six agencies:

Massachusetts Department of Agricultural Resources MDAR's mission is to ensure the long-term viability of agriculture in Massachusetts. Through its four divisions – Agricultural Conservation & Technical Assistance, Agricultural Markets, Animal Health, and Crop and Pest Services – MDAR strives to support, regulate and enhance the rich diversity of the Commonwealth's agricultural community to promote economically and environmentally sound food safety and animal health measures, and fulfill agriculture's role in energy conservation and production.

Department of Conservation and Recreation The Department of Conservation and Recreation (DCR) strives to protect, preserve, manage and enhance the natural and cultural resources of the Commonwealth in order to promote healthy, livable and sustainable communities, and to connect people to these resources through recreation and education.

Department of Environmental Protection The Department of Environmental Protection (DEP) works to fulfill Article 97 of the Massachusetts' Constitution's guarantee of the people's right to clean air and water as well as the natural, scenic, historic, and aesthetic qualities of their environment.

Department of Fish and Game The Department of Fish and Game (DFG) is charged with stewardship of the Commonwealth's marine and freshwater fisheries, wildlife species, plants and natural communities, and wildlife dependent recreation. The number of employees for

Department of Public Utilities The Department of Public Utilities (DPU) mission is to ensure that utility consumers are provided with the most reliable service at the lowest possible cost; to protect the public safety from transportation and gas pipeline related accidents; to oversee the energy facilities siting process; and to ensure that residential ratepayers' rights are protected under regulations.

Department of Energy Resources The Department of Energy Resources (DOER) is committed to creating a greener energy future for the Commonwealth. The Massachusetts Department of Energy Resources (DOER) develops and implements policies and programs aimed at ensuring the adequacy, security, diversity, and cost-effectiveness of the Commonwealth's energy supply within the context of creating a cleaner energy future.

Executive Office of Environmental Affairs The overall mission of the Executive Office is to safeguard public health from environmental threats and to preserve, protect, and enhance the natural resources of the Commonwealth. Our commitment to protecting our environment now recognizes the importance of energy efficiency; making renewable energy a reality in our state, and reducing our dependence on fossil fuels; diversifying our energy sources; and leading the country in energy technology innovation.

Executive Office of Environmental Affairs

BROAD COMPARISON of WORKFORCE

The total workforce for the EOEEA Secretariat for Fiscal Year 2015 is 2,697 compared to 2,677 in 2014.

Officials and Administrators: 2015 total = 283 (-11 = 4.5% decrease); 176 males, 107 females, 37 minorities, 9 veterans, 8 disabled; 2014 Total = 296

Professionals: 2015 total = 1609 (-5 = 3% decrease); 928 males, 683 females, 220 minorities, 13 veterans; 2014 = 1604

Protective Services Sworn: 2015 total = 96 (+11 = 13% increase); 91 males, 5 females, 11 minorities, 42 veterans, 2 disabled; 2014 total = 85

Technicians: 2015 total = 136 (+2 = 15% increase); 104 males, 32 females, 7 minorities, 13 veterans; 2014 Total = 134

Office/Clerical: 2015 total = 114 (-2 = 17% decrease); 18 males, 96 females, 28 minorities, 3 veterans, 8 disabled; 2014 total = 116

Skilled Craft: 2015 total = 131 (+9 = 7% increase); 128 males, 3 females, 10 minorities, 3 veterans, 5 disabled; 2014 total = 122

Service Maintenance: 2015 total = 324 (- 16 = 5%) decrease); 289 males, 32 females, 49 minorities, 16 veterans, 10 disabled; 2014 total = 340

Veterans; 2015 total = 136 total (+ 70 = 1.6% increase); 125 white, 6 Black, 1 Hispanic, 2 Asian, 1 American Indian, 1 not specified; 2014 Total = 66

Persons with Disabilities 2015 total = 93 (-26 = 22% decrease); 58 males, 35 females; 2014 Total = 119

PROMOTIONS: 2015 total = 7 (-97 = 93% decrease); 4 White Females, 3 Black Females; 2014 Total = 104

TERMINATIONS: 2015 total = 19 voluntary (86% decrease); 7 Minorities, 9 White Females, 2 veterans, 1 disabled; 2014Total = 145

RETENTION

The Secretariat has not experienced severe retention issues among its workforce. Interesting work, learning and development opportunities, work culture, flexible work

arrangement, a strong “promote from within” practice and employee benefits have been often cited reasons for employee tenure. Employees are encouraged to take the Commonwealth training classes whenever possible and courses at local colleges and universities to obtain undergraduate or graduate degrees or independent courses that are specific to nature of their work. Communications is also encouraged amongst employees. The agencies and their staff are well respected in their fields on a local, national and international level.

PROMOTIONS

Employees are notified of all Internal Postings. Employees that apply are interviewed and based on their qualifications; work experience and meeting the Minimum Entrance Requirements are often promoted.

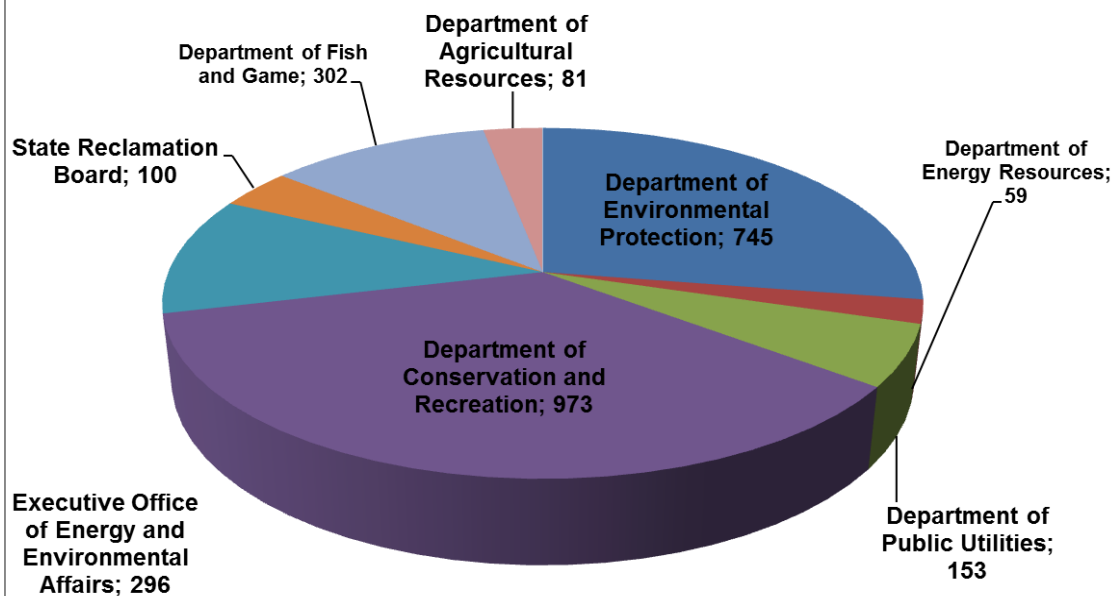
HIGHLIGHTS

The Secretariat experienced a significant decrease in tenured employees through the Early Incentive Retirement Program(ERIP).

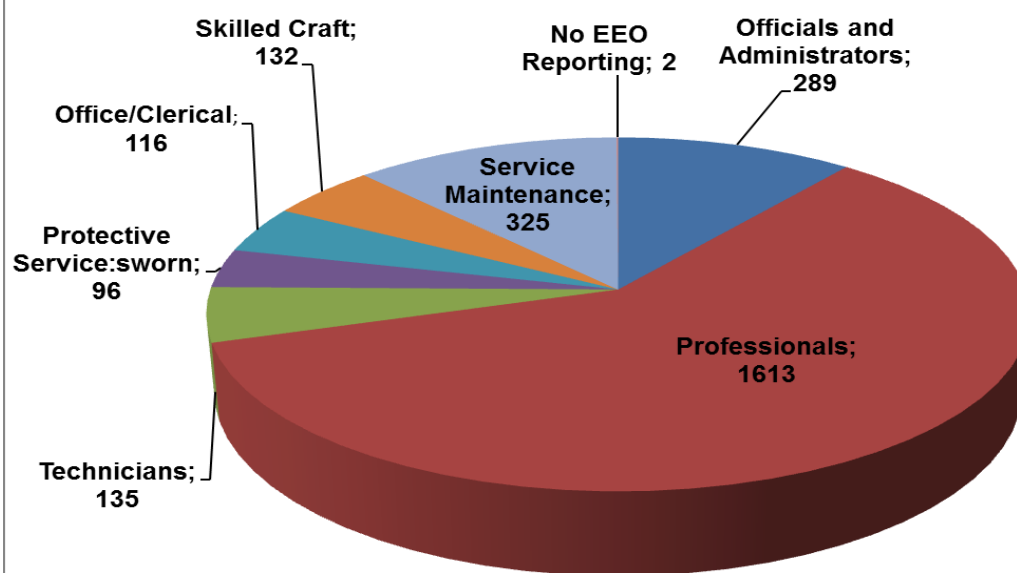
AGENCY MOVING FORWARD

The Executive Office of Environmental Affairs will continue to increase minority staff count in all job groups, as well as hire Veterans and Persons with Disabilities as we continue to focus on retention strategies. All agencies will strive to recruit and retain candidates and employees of diverse cultural backgrounds in an effort to improve the overall representation of minorities, females, persons with disabilities and veterans in the workplace. They will also continue recruiting efforts with college and universities and professional organizations with diverse populations.

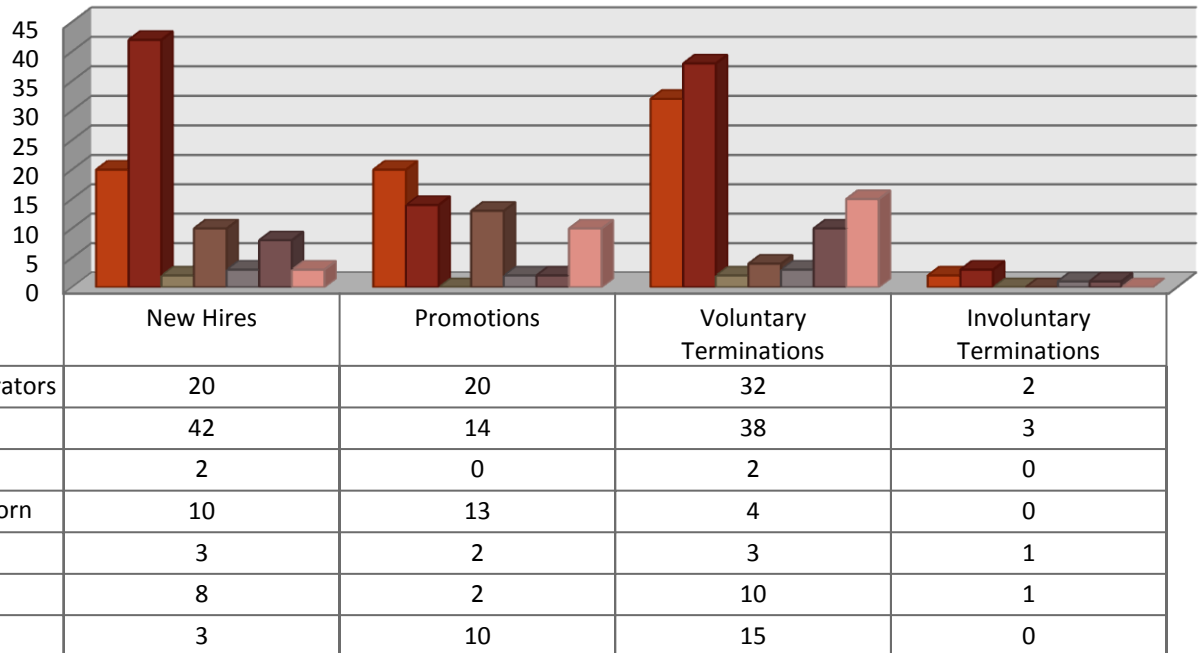
Secretariat Workforce Summary by Departments Fiscal Year 2015



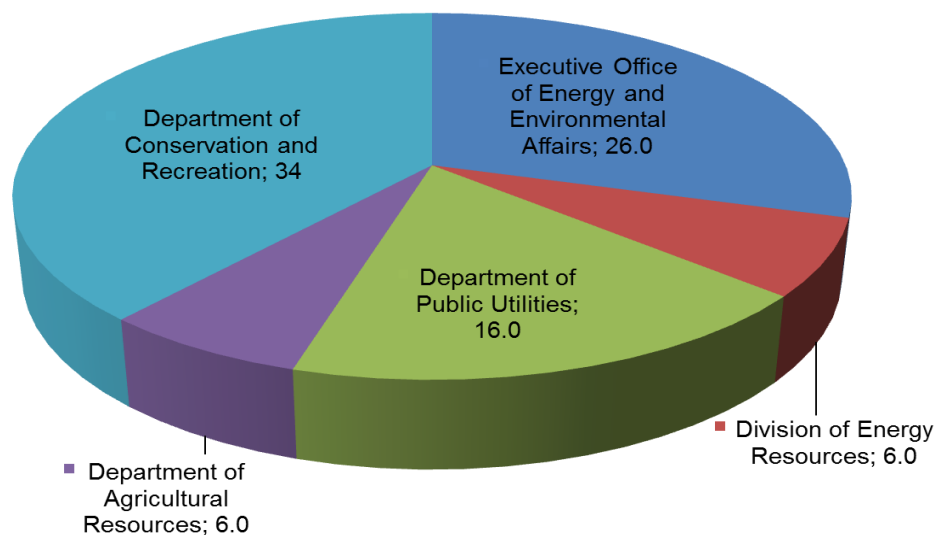
Secretariat Workforce Summary by EEO4 Category Fiscal Year 2015



Secretariat Analysis by EEO4 Category Fiscal Year 2015



Secretariat Workforce Summary by New Hires Fiscal Year 2015

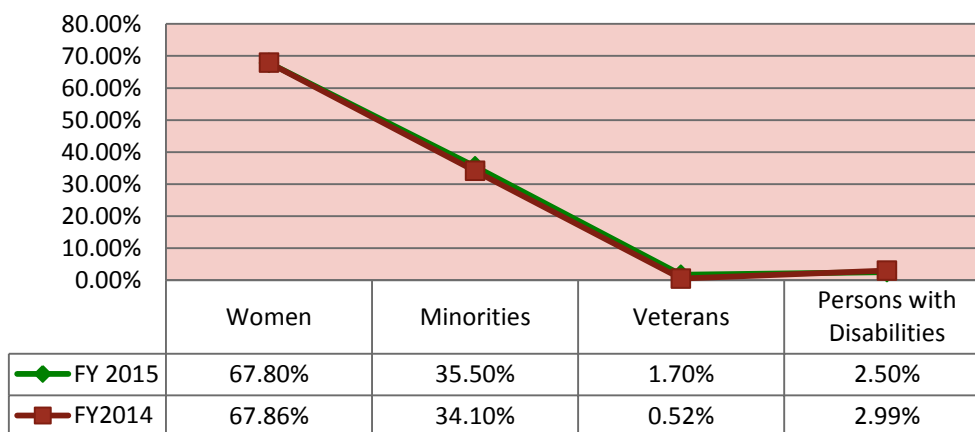


EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

SECTRATARY MARYLOU SUDDERS

Sonia A. Bryan, Diversity Director

Demographics as of June 30, 2015



AGENCY'S DIVERSITY OFFICERS

Department of Children and Families – Diane Chang
 Department of Developmental Services – Lorraine F. Woodson
 Department of Mental Health – Joy Connell
 Department of Public Health – Juna Pierre
 Department of Transitional Assistance – Danielle McNeil-Speller
 Department of Veterans Services – Michael Rigas
 Department of Youth Services – Margaret Chow-Menzer
 Executive Office of Elder Affairs – Engie Mota, Acting
 MA Commission for the Blind – Kamilia Drogosz
 MA Commission for the Deaf and Hard of Hearing – Sehin Mekuria
 MA Rehabilitation Commission – Mary Connelly
 Office for Refugees and Immigrants – Diane M. Rudolph
 Soldier's Home in Chelsea – Faith M. Kirkland
 Soldier's Home in Holyoke – Shawna Biscone

Executive Office of Health and Human Services Mission

Our collective mission as a secretariat is to improve the quality of life and health of all people, particularly vulnerable populations and children, by advancing wellness and improving health care quality, fostering safe homes and communities, promoting self-sufficiency, and furthering the use of community-based supports and resources.

Executive Office of Health and Human Services Vision

Our vision is for secure, safe and healthy individuals, children, families, and communities in the Commonwealth.

Executive Office of Health and Human Services Organization

The Executive Office of Health and Human Services (EOHHS) is the largest Commonwealth secretariat with jurisdiction over fifteen (15) agencies; the Executive Office of Elder Affairs (ELD), the Soldiers' Home in Chelsea (CHE), the Soldiers' Home in Holyoke (HLY), the Department of Veterans Services (DVS), the Department of Transitional Assistance (DTA), the Department of Youth Services (DYS), the Department of Children and Families (DCF), the Office of Refugees and Immigrants (ORI), the Massachusetts Commission for the Deaf and Hard of Hearing (MCDHH), the Department of Developmental Services (DDS), the Massachusetts Commission for the Blind (MCB), the Massachusetts Rehabilitation Commission (MRC), the Department of Public Health (DPH), the Department of Mental Health (DMH), and the Office of Medicaid (MassHealth).

The Executive Office of Health and Human Services values an inclusive and welcoming work environment where our employees reflect our demographically diverse client base. We are committed to promoting diversity and inclusion initiatives, as they stimulate innovation and creativity, which in turn enhances our efforts to effectively deliver culturally and linguistically appropriate health and human services to our clients.

Workforce Overview**Workforce Analysis and Highlights for the Fourth Quarter of Fiscal Year 2014 Compared to the Fourth Quarter of Fiscal Year 2015**

	EOHHS Workforce Fiscal Year 2015	EOHHS Workforce Fiscal Year 2014	2010 Census Workforce Availability Benchmark
Total Employee Count	21,940	22,333	
Minorities	7,791 (35.5%)	7,173 (34.1%)	20.7%
Females	14,877 (67.8%)	15,156 (67.86%)	48.8%

Veterans	363 (1.7%)	117 (0.52%)	8%
Persons with a Disability	551 (2.5%)	668 (2.99%)	12%

The secretariat's workforce at the close of fiscal year 2015 stood at 21,940 employees. The minority employee population increased and exceeded the availability benchmark. Although the female employee population decreased, the secretariat significantly surpassed the 48.8% benchmark, remaining steady at 67.8%. Despite bi-annual campaigns to encourage employees with a disability and veteran employees to self-identify, along with programs designed to highlight their value in the workforce, these populations did not meet parity. There was a significant increase in the veteran employee population by more than 200 employees, but a decrease in the population of employees with one or more disabilities.

Retention & Promotions in Fiscal Year 2015

In furtherance of EOHHS's ongoing commitment to retain high-performing employees, the secretariat's and agencies' training directors developed and offered five employee professional development programs for EOHHS employees in all levels of employment. The programs were designed to provide employees with career development opportunities and address a growing need for workforce planning. The programs were Aspiring Supervisor, Emerging Manager, Regional, Office or Area Director, Clinical Supervisor and Senior Leader. The secretariat also offered a mentoring program. The programs attracted 437 employees, including 141 minority employees, 11 veteran employees, and 323 female employees.

Hiring

Although an ongoing hiring freeze and budgetary constraints decreased the level of hiring activity for a significant portion of fiscal year 2015, the Office of Diversity, Equal Opportunity and Civil Rights and agency diversity officers continued to participate in a number of recruitment activities designed to broaden the diversity of the talent pool. Below are highlights.

- Recruited applicants of color, persons with disabilities, veterans and females by posting job announcements through culturally specific newspaper, civic organizations, listserv, Twitter, Facebook, LinkedIn and referrals to hiring managers.
- Participated in several job fairs throughout the state that focused on applicants from communities of color, veterans and persons with disabilities.
- Participated in mock interviews and career fair informational events in support of applicants with disabilities.
- Conducted informational interviews of affirmative action candidates and referred several to hiring managers for job interviews.
- Worked with the Commonwealth's Office of Diversity and Equal Opportunity to refer affirmative action candidates to hiring managers for job interviews.

Employment Terminations in Fiscal Year 2015

In fiscal year 2015, there were 2,994 voluntary terminations which included retirements and resignations. Females represented 66.7% of the total number, minorities represented 26%, veteran employees represented 21.5% and employees with one or more disabilities, 0.02%. The secretariat's agencies terminated a total

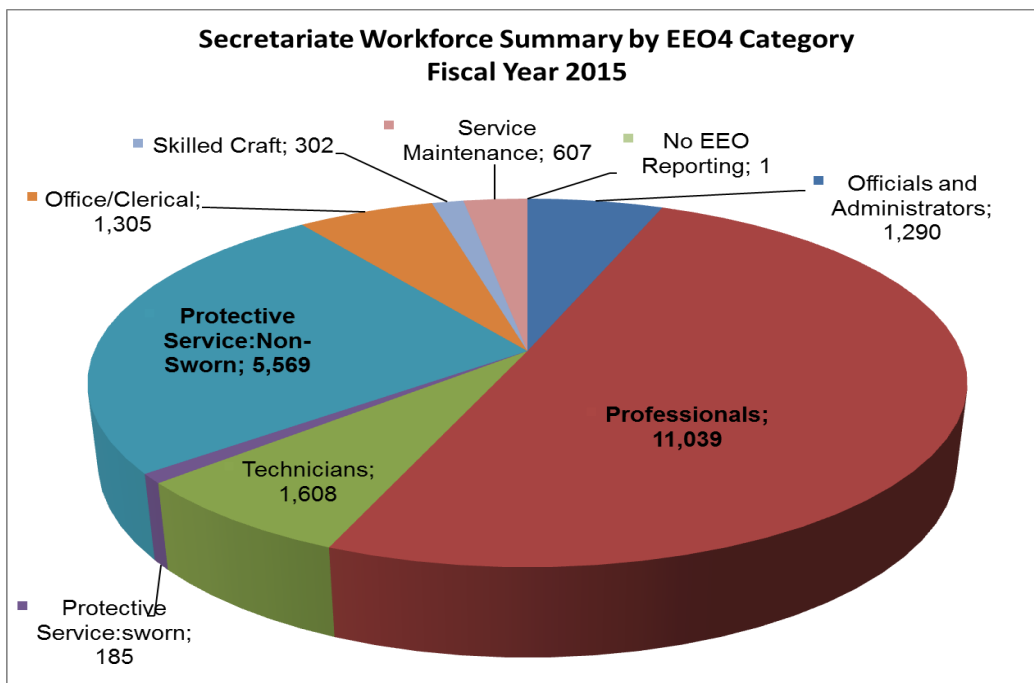
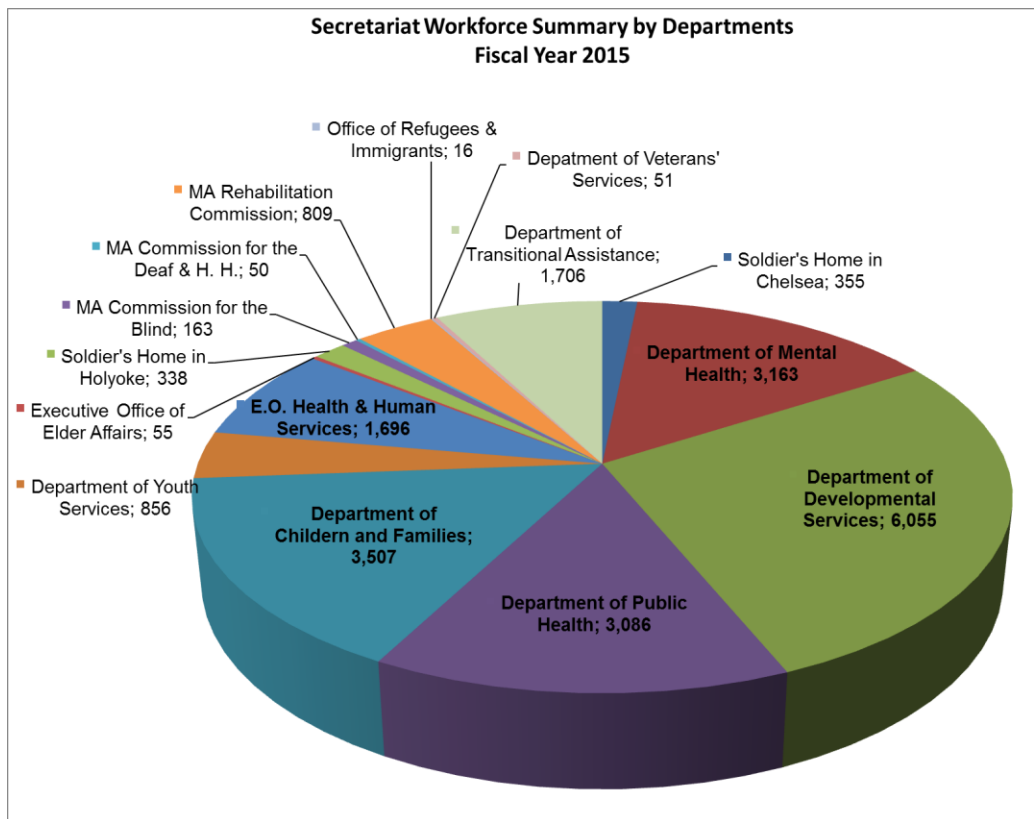
of 276 employees, of which 54.7% were female, 44.2% were minorities, 33.3% were veterans and 0.03% was employees with one or more disabilities. Involuntary terminations included a reduction in the workforce at the Department of Developmental Disabilities.

Agency diversity officers will monitor terminations to detect any potential civil rights violations that may have precipitated the termination. There will also be a greater emphasis on providing additional training to supervisors and managers to assist them in effectively managing their staff; with the goal of reducing the employee attrition rate.

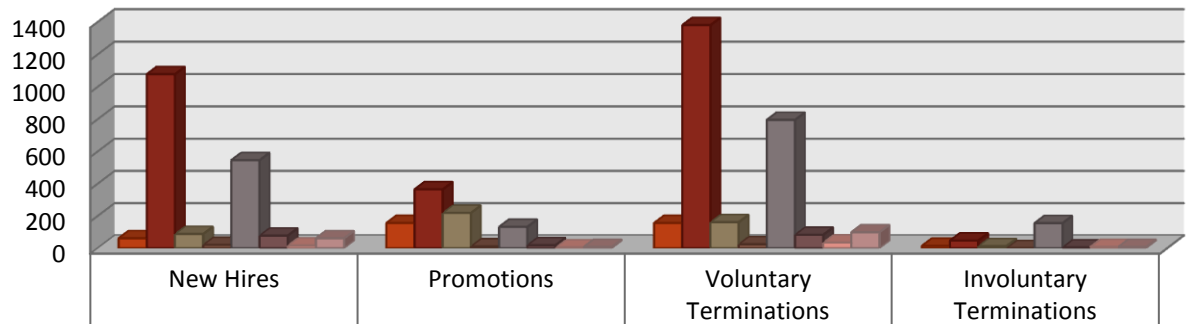
Moving Forward - Highlights

In fiscal year 2016, there will be a greater emphasis on workforce planning with an eye towards creating a more diverse pipeline for promotional and new opportunities. The Office of Diversity, Equal Opportunity and Civil Rights, the Center for Staff Development, and EOHHS agency diversity officers and trainer directors will continue to collaborate on developing employee training that focuses on incorporating considerations of culture, language, unconscious bias and in-group preferences in hiring and other employment practices. Further, the Office of Diversity, Equal Opportunity and Civil Rights will offer managers additional panel discussions on veteran, disability and LGBTQI workforce concerns.

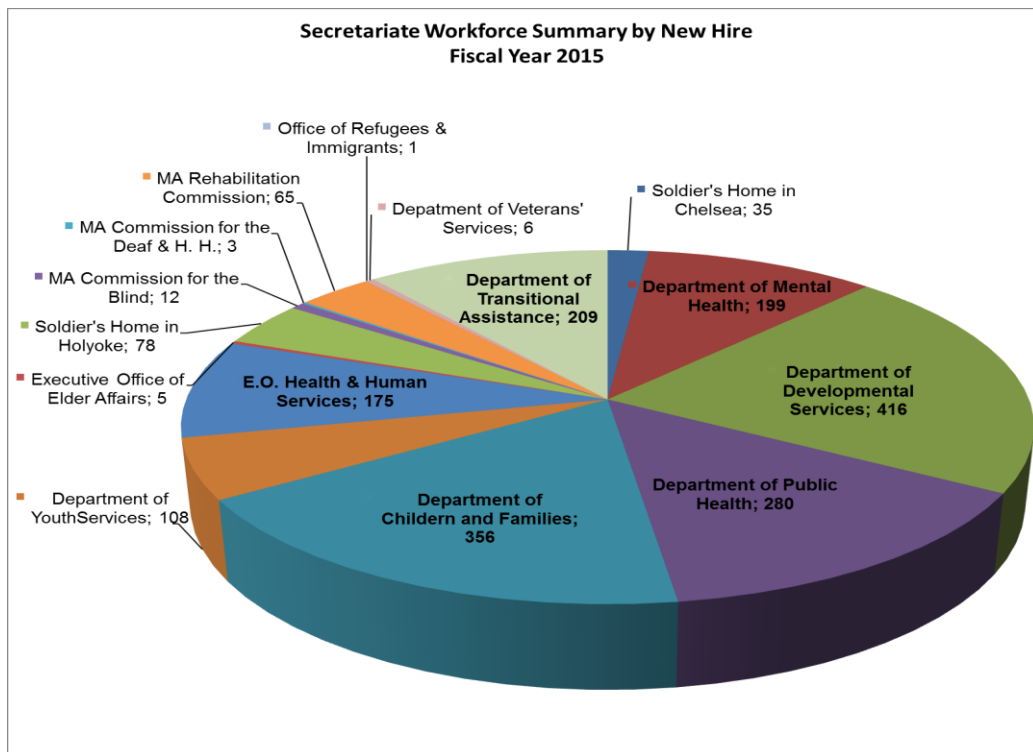
The Executive Office of Health and Human Services remains committed to providing Equal Employment Opportunities in all aspects of employment. The Office of Diversity, Equal Opportunity and Civil Rights will continue to work with EOHHS agencies to further establish a diverse workforce, one that appreciates consumers' broad-ranging needs and delivers a higher level of service.



Secretariat Analysis by EEO4 Category Fiscal Year 2015



Officials and Administrators	61	156	156	14
Professionals	1078	365	1381	47
Technicians	88	219	161	12
Protective Service: Sworn	20	11	24	0
Protective Service: Non-Sworn	546	132	796	155
Office/Clerical	78	18	83	4
Skilled Craft	16	4	35	7
Service Maintenance	61	7	99	7

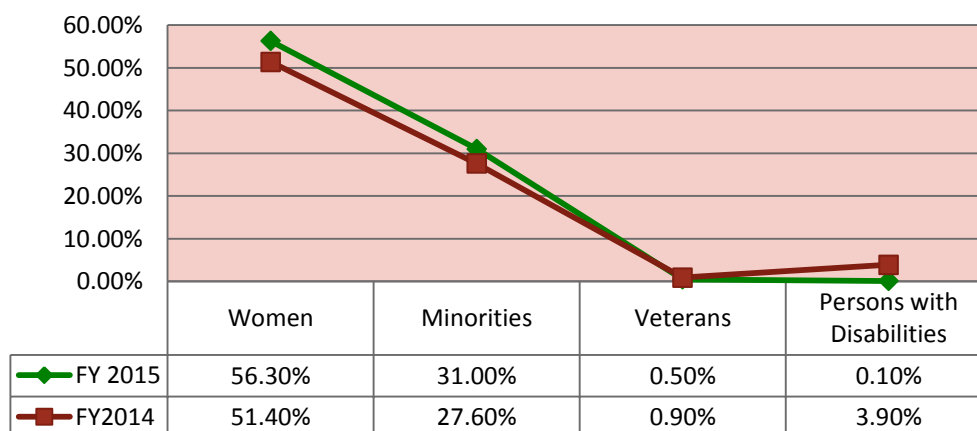


EXECUTIVE OFFICE OF HOUSING AND ECONOMIC DEVELOPMENT

SECTRATARY JAY ASH

Lauren Dyson, Diversity Director

Demographics as of June 30, 2015



AGENCY'S DIVERSITY OFFICERS

Department of Housing and Community Development – Nancy DePaul

Department of Telecommunications and Cable – Andrea Nixon

Division of Banks – Mary L. Gallagher

Division of Insurance –

Division of Professional Licensure – Neldy Jean-Francois

Division of Standards – Janine Barnard

MA Office of Business Development – Lauren Dyson

Office of Consumer Affairs and Business Regulation – Karen Malone Bratt

Executive Office of Housing and Economic Development Annual Narrative FY 2015

Introduction:

The mission of the Executive Office of Housing and Economic Development (EOHED) is the creation of homes and jobs in the Commonwealth. We accomplish this by aligning the state's housing and economic development agencies to better coordinate policies and programs that ensure that Massachusetts will maintain its global competitive edge. We work to keep our economic position strong by attracting new businesses, retaining existing businesses, and increasing our housing stock so that Massachusetts remains an affordable place to live. To achieve our goals, government works in partnership with the private sector and citizens to create the conditions for optimal economic growth.

Overview of Secretariat and Agency Relationships:

The following agencies make up the Secretariat (HED).

The Department of Housing and Community Development's (DHCD) mission is to strengthen cities, towns and neighborhoods to enhance the quality of life of Massachusetts residents. DHCD provides leadership, professional assistance and financial resources to promote safe, decent affordable housing opportunities, economic vitality of communities and sound municipal management.

The Massachusetts Marketing Partnership (MMP) oversees marketing Massachusetts domestically and internationally to businesses, entrepreneurs, tourists, and students. MMP is made up of the Massachusetts Office of Travel and Tourism, the Massachusetts Office of International Trade and Investment, and the Commonwealth Marketing Office,

The Massachusetts Office of Business Development (MOBD) is committed to helping companies create and retain jobs as well as promote private investment in Massachusetts. MOBD facilitates simplified, timely access to a host of governmental and non-governmental resources and incentive programs that will help businesses grow faster and stronger in Massachusetts.

The Office of Consumer Affairs and Business Regulation (OCABR), and its five agencies, has two goals: to protect and empower consumers through advocacy and education, and to ensure a fair playing field for all Massachusetts businesses. The five agencies within OCABR are: Department of Telecommunications and Cable, Division of Banks, Division of Insurance, Division of Professional Licensure, and the Division of Standards.

Broad Comparison of the Workforce:

Current Fiscal Year FY15

Total employees	650
Females	56.3%
Minorities	31.0%
VEVs	0.5%
Disabilities	0.1%

Past Fiscal Year FY14

Total employees	868
Females	51.4%
Minorities	27.6%
VEVs	0.9%
Disabilities	3.9%

Highlights:

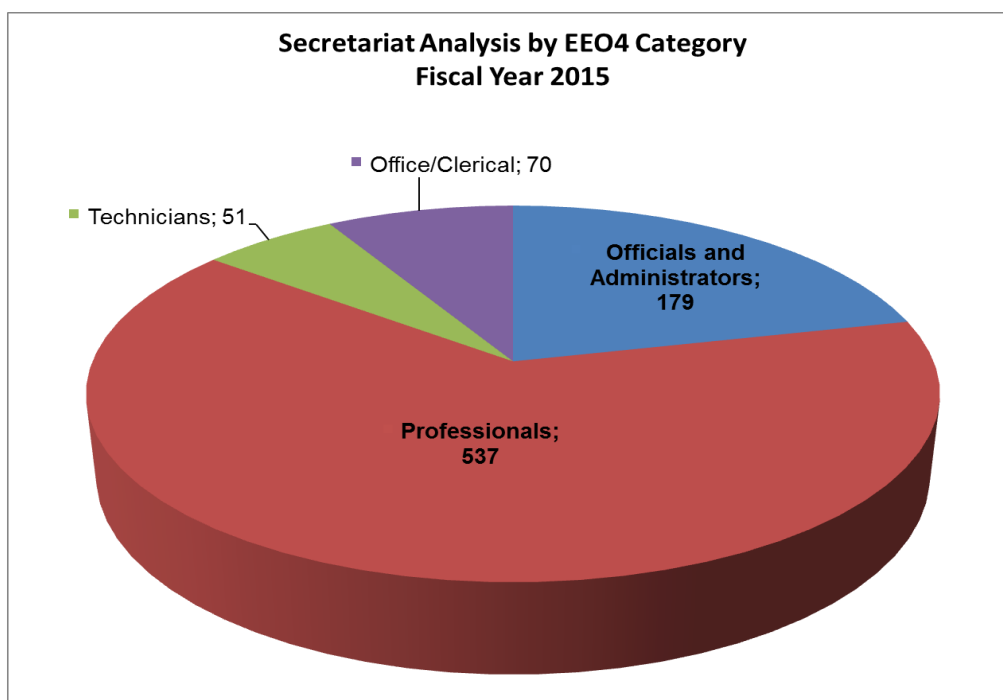
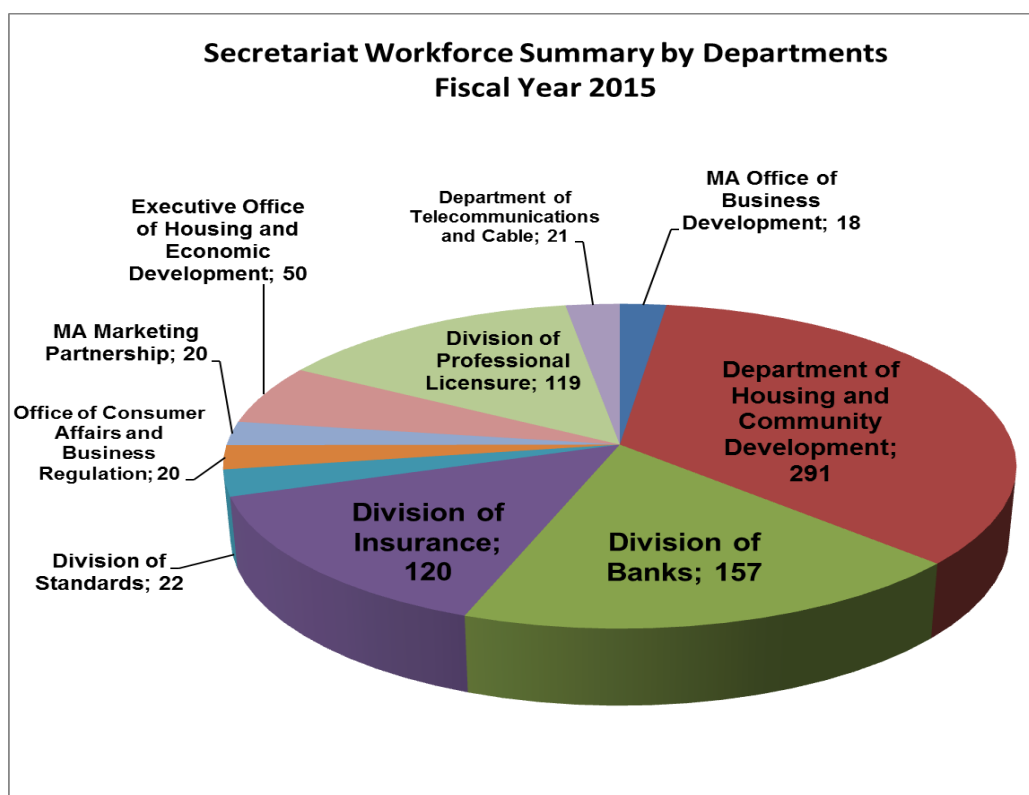
Retention: HED agencies offer a variety of program/policies to encourage staff retention, including telecommuting, flexible schedules, and training opportunities.

Promotion: HED agencies encourage employees to apply to open positions. HED employees are informed of all job opportunities within the Secretariat on a weekly basis.

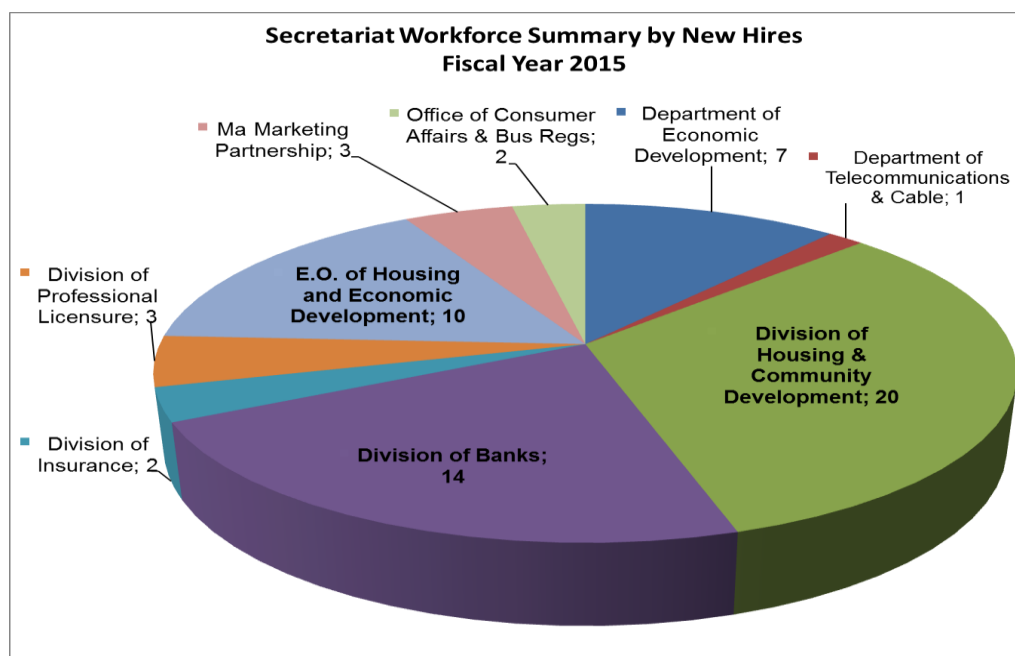
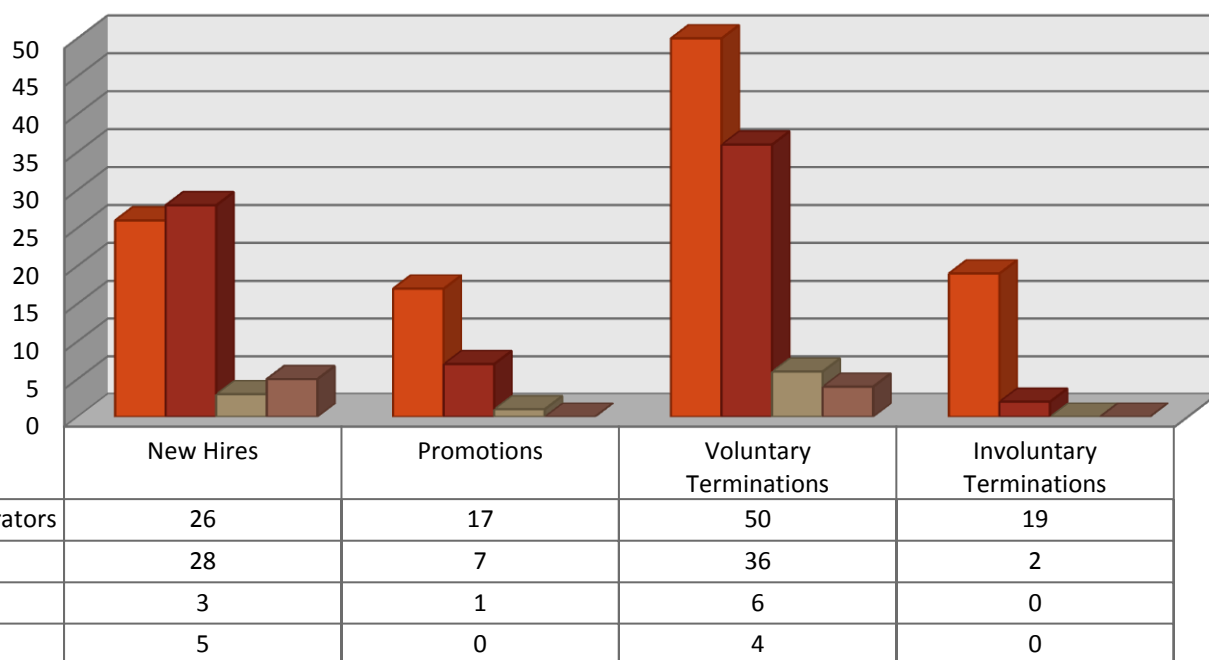
Hiring: Open positions are posted on the CEO website. HED strives to ensure all applicant pools and hiring panels are diverse.

Secretariat Moving Forward:

HED remains committed to affirmative action and diversity within the workforce. This includes continuing to expand recruitment efforts to increase persons with disabilities within the workforce and to continue to actively promote the semi-annual self-identification campaigns. During the past ten fiscal years, HED has exceeded the statewide benchmark for females and minorities in the workforce- which HED intends to continue in upcoming years.



Secretariat Analysis by EEO4 Category Fiscal Year 2015

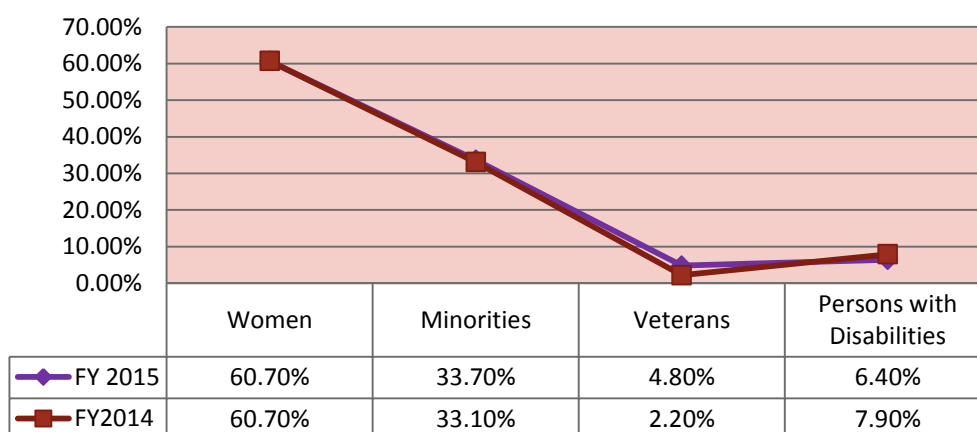


EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT

SECTRATARY RONALD L. WALKER, II

Dennis Johnson, Diversity Director

Demographics as of June 30, 2015



AGENCIES

Department of Career Services
 Department of Industrial Accidents
 Department of Labor Relations
 Department of Labor Standards
 Department of Unemployment Assistance

Annual Narrative Fiscal Year 2015 July 20, 2015

INTRODUCTION

To enhance the quality, diversity and stability of the workforce of the Commonwealth, through the protection of workers' rights, health, safety, wages and working conditions, while creating a level playing field, providing a pipeline of skilled workers, and promoting labor-management partnerships, is the mission of the Executive Office of Labor and Workforce Development (EOLWD). Through our efforts we endeavor to ensure equal access to economic self-sufficiency and opportunity for all residents of the Commonwealth.

OVERVIEW

EOLWD is the Secretariat responsible for the Department of Career Services, Department of Industrial Accidents, Department of Labor Relations, Department of Labor Standards, and Department of Unemployment Assistance. It was established in 2007 and is led by Secretary Ronald L. Walker. The Secretariat Director of Diversity, Dennis Johnson, executes the Secretary's vision for diversity and equal opportunity that is governed by Executive Order 527, and reports to the Undersecretary for Workforce Development, Ronald G. Marlow.

WORKFORCE COMPARISON OF FISCAL YEARS 2014 AND 2015

In Fiscal Year (FY) 2015, the Secretariat and its five departments employed 1,431 employees scattered across the entire Commonwealth. This was a decrease of 125 on the FY 2014 total of 1,556. Females accounted for 60.7% and minorities for 33.7% of this total, with 869 and 482 employees respectively. These statistics showed no change in the representation of women and a slight increase in the representation of minorities in the EOLWD workforce when compared to FY 2014. In 2014, females were at 944 (60.7%) and minorities at 515 (33.1%). Thus, females decreased by 75 and minorities by 33 with no difference in the percentage of women and .6% percentage increase for minorities. Both remain well above the workforce availability statistics of 48.2% for females and 20.7% for minorities as determined by the 2010 census.

In the categories of veterans and persons with disabilities there were important changes in the composition of the workforce. In FY 2014, 35 (2.2%) of the EOLWD employees were certified veterans, while 123 (7.9%) were persons with disabilities. Despite a decrease in the workforce from 1,556 to 1431 in FY2015, the number of veterans almost doubled to 69 or 4.8% of the workforce, and persons with disabilities declined to 92 or 6.4%. Veterans gained 34 (2.6%) employees and persons with disabilities lost 31 (1.5%). The current goal for veterans is 8% and the goal for persons with disabilities is 12%.

The achievements of the EOLWD compared favorably with the remaining seven (7) secretariats. The third quarter of 2015, showed only two secretariats employing a greater

percentage of females, and only one had a greater percentage of veterans than EOLWD. In the category of disabled persons, the EOLWD's 8.8% exceeded that of any other secretariat.

The EOLWD offers a package of extremely attractive benefits including health care, retirement, vacation, sick and personal time that ensures that a large percentage of employees are retained. There are also recognition awards ceremonies for outstanding achievement and tuition reimbursement incentives for personal development. In order to enhance the potential for employees to take advantage of promotional opportunities the Secretariat offers training, career development, tuition reimbursement, as well as access to Human Resources Department (HRD) supervisory and management training courses. In addition, collective bargaining agreements offer promotional pathways based on the seniority of their membership. This ensures continued success in employee retention in all protected classes.

Through networking with numerous diverse minority, female, veteran and ADA organizations, attending career fairs, conducting informational interviews and partnering with the State Office of Diversity & Equal Opportunity along with state disability & veteran agencies, the Office of Diversity has ensured an increase in access to job opportunities for protected groups, despite budget cuts. Voluntary terminations are infrequent and are primarily confined to entry level positions when better opportunities arise elsewhere, usually within the state system. Progressive discipline accounts for the majority of involuntary terminations at the EOLWD.

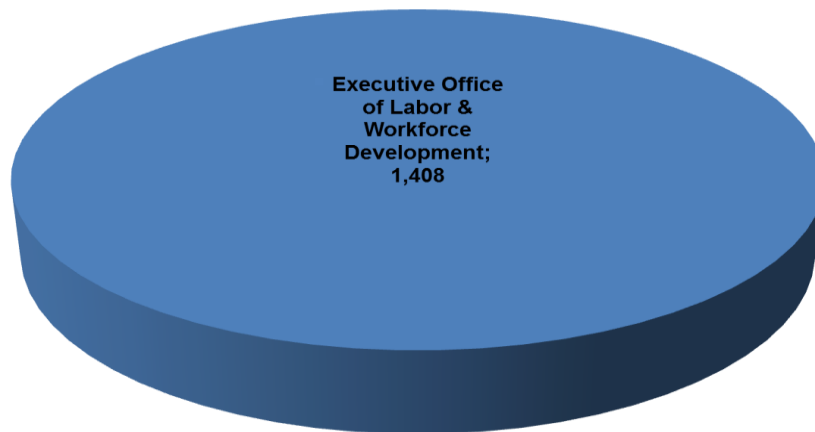
HIGHLIGHTS

	2014			2015		
	Total	%	Parity	Total	%	Parity
Secretariat	1556	100%	—	1431	100%	—
Females	944	60.7%	48.2%	869	60.7%	48.2%
Minorities	515	33.1%	20.7%	482	33.7%	20.7%
Veterans	35	2.2%	5%	69	4.8%	8%
Disabled	123	7.9%	12%	92	6.4%	12%

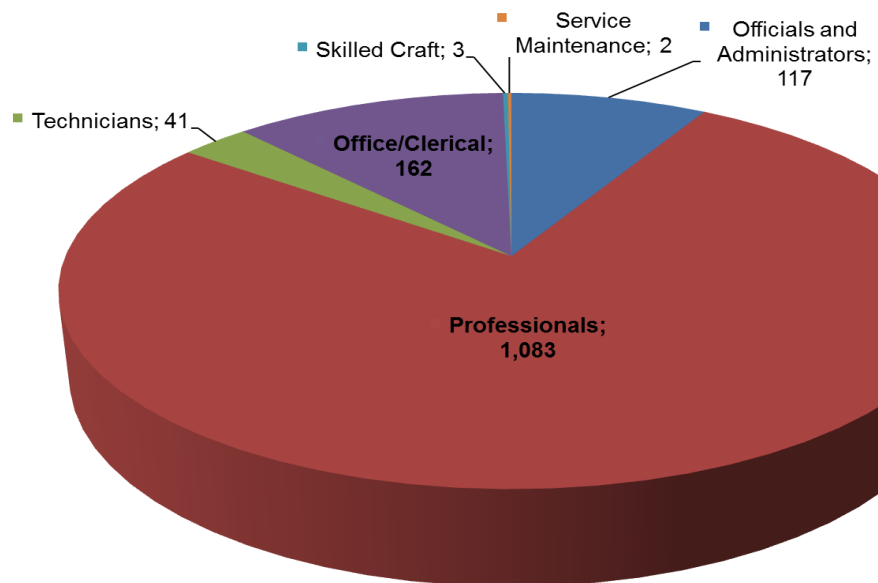
SECRETARIAT MOVING FORWARD

The possibility of a reduction in the workforce is great, but the Secretary is committed to using current workforce levels as a floor below which we will endeavor not to fall. We will look at the reduction as an opportunity to attain greater diversity in the upper echelons of the managerial structure (M5 through M12) to address shortfalls, especially in the category of Officials and Administrators. Secretary Walker is committed to diversity, inclusion and equal opportunity at all levels of EOLWD.

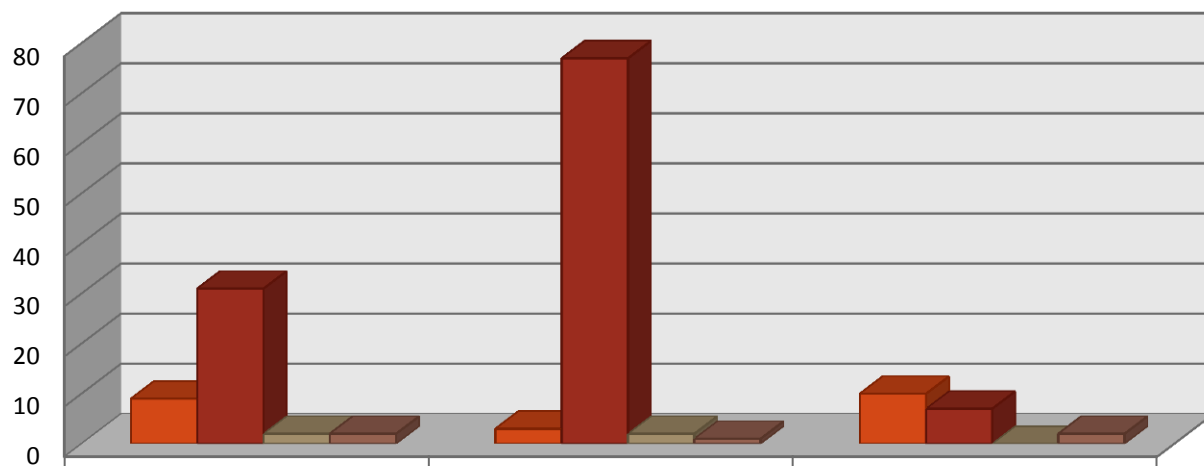
**Secretariat Workforce Summary
Fiscal Year 2015**



**Secretariat Workforce Summary by EEO4 Category
Fiscal Year 2015**



Secretariat Analysis by EEO4 Category Fiscal Year 2015



	New Hires	Promotions	Involuntary Terminations
Officials and Administrators	9	3	10
Professionals	31	77	7
Technicians	2	2	0
Office/Clerical	2	1	2

Secretariat Workforce Summary by New Hires Fiscal Year 2015

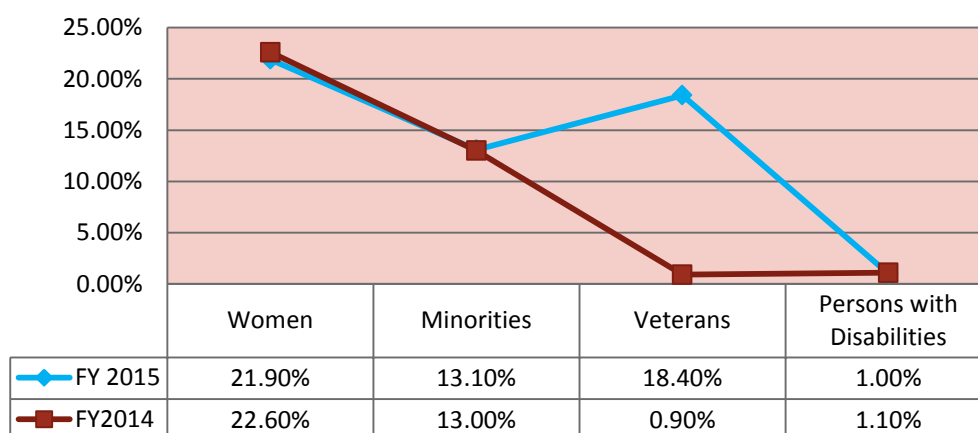


EXECUTIVE OFFICE OF PUBLIC SAFETY AND SECURITY

SECTRATARY DANIEL J. BENNETT

Eva Augusto, Diversity Director

Demographics as of June 30, 2015



AGENCY'S DIVERSITY OFFICERS

Department of Criminal Justice Information and Services – Denise Sarro

Department of Correction – Monsi Quinones

Department of Fire Services – Mary Travers

Department of Public Safety – Marie Gross

MA Emergency Management Agency – Ann McCarthy

MA National Guard – Raymond Murphy

MA Parole Board – Joyce Crosby

MA State Police – Debra De Rise

Municipal Police Training Committee – Denise Sarro

Office of the Chief Medical Examiner – Kerry Rice

Sex Offender registry Board – Lynette Torres

The Executive Office of Public Safety and Security Secretariat Annual Narrative

The Executive Office of Public Safety and Security (EOPSS) is responsible for the protection of the Commonwealth and its citizens from injury to person or property arising from criminal acts, negligence, natural disasters, civil disturbances and terrorism. EOPSS is charged with acting to prevent such acts or events from occurring, by aiding and cooperating with local and federal agencies in similar activities.

The Secretary of Public Safety and Security, by statutory authority, leads EOPSS, along with the Undersecretary for Homeland Security and Emergency Management, the Undersecretary for Law Enforcement, the Undersecretary for Criminal Justice, the Undersecretary for Forensic Sciences and Technology, and the Assistant Secretary for Policy and Planning.

The Secretariat is comprised of 11 agencies, the Department of Criminal Justice and Information Systems (DCJIS), Department of Correction (DOC), Department of Fire Services (DFS), Department of Public Safety (DPS), Department of State Police (POL), Massachusetts Emergency Management Agency (MEMA), Massachusetts National Guard (MIL), Municipal Police Training Council (MPTC), Office of the Chief Medical Examiner (OCME), Parole Board (PAR) and the Sex Offender Registry (SORB). In addition, there are 3 offices which operate within EOPSS, the Office of Grants and Research (OGR), the Office of Technology and Information Services (OTIS) and State 911 Department.

The Secretariat's workforce has a challenging mission and is dedicated to serving the citizens of the Commonwealth twenty-four hours a day, every day of the year. This office has established an atmosphere of commitment and dedication to the safety of the public and its employees. The following paragraphs provide additional insight into both the challenges and successes experienced by EOPSS' agencies.

Presently EOPSS employs 8,779 employees. This represents a decline from previous years. This decline is primarily due the Early Retirement Incentive Program offered to staff. In FY13, EOPSS employed 9,138 individuals, while in FY14 EOPSS employed 9,321 individuals. A comparison of the workforce between the last two years is as follows: FY14 Males 77.3%, Females 22.6%, Minorities 13.00%, VEV's 0.9%, and Persons with Disabilities 1.1%. FY15 Males 78%, Females 21.9%, Minorities 13.1%, VEV's 18.4²%, and Persons with Disabilities 1%.

EOPSS and its agencies encourage internal employees to attend various training and to take the initiative to apply for promotional positions that become available. This past year some of EOPSS agencies were able to promote internally for the following positions: Senior Programs Manager, Executive Assistant, Program Coordinator III, and Program Coordinator II. For FY15, some agencies were also fortunate to backfill vacant positions such as: Director of Highway Safety, Research Analyst III, Personnel Officer I, and variety of other vacancies.

EOPSS has actively sought to increase the diversity of the workforce through recruitment with professional minority associations, newspaper listings, website advertisement, and career fairs

² This increase is due to an expanded definition of Veteran's status.

participation. Through the above listed means and other resources, EOPSS has made an effort to attract and hire a diverse group of qualified candidates in all categories. Some agencies were able to maintain their parity number while others were able to increase diversity in the categories listed below:

- Official and Administrators
- Professionals
- Office/Clerical.

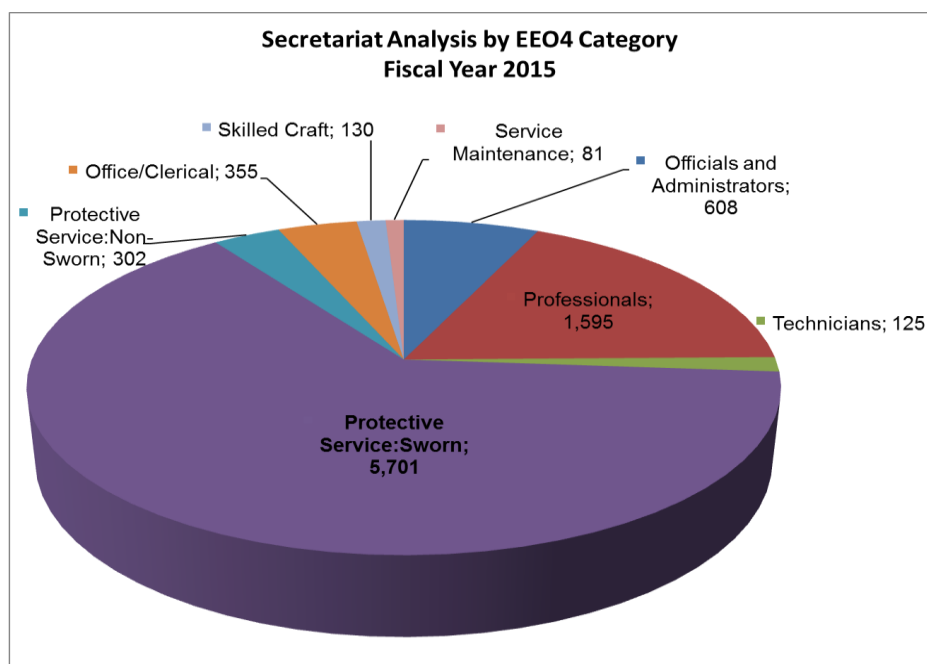
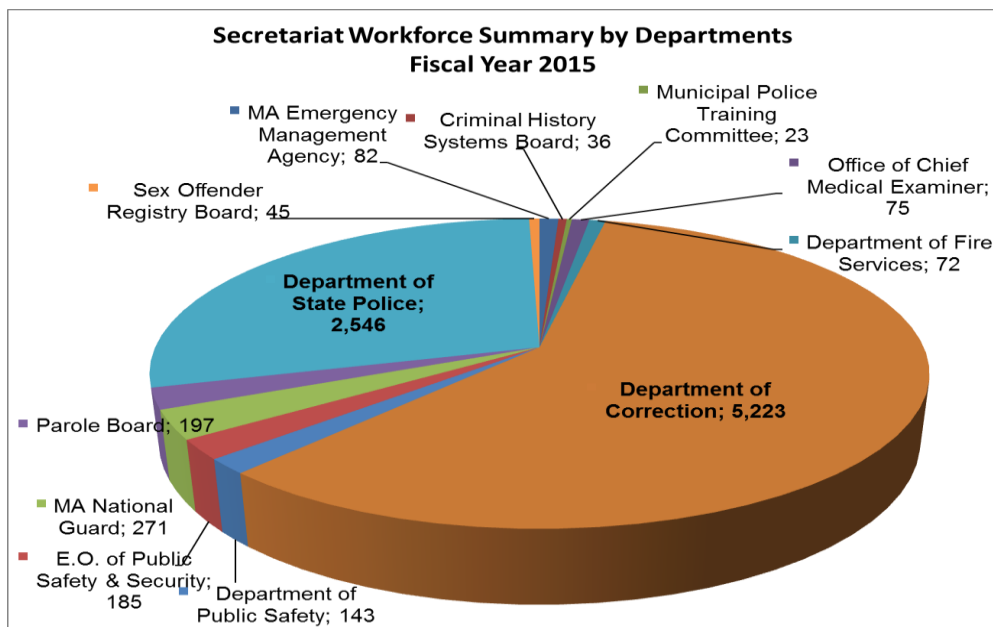
The EOPSS Secretariat workforce has decreased by 542 employees. Despite this decrease the overall representation remains consistent. EOPSS will continue to pursue further diversification of the workforce in all categories based on the needs of the agencies and notwithstanding the current budgetary constraints.

The Executive Office of Public Safety and Security moving forward

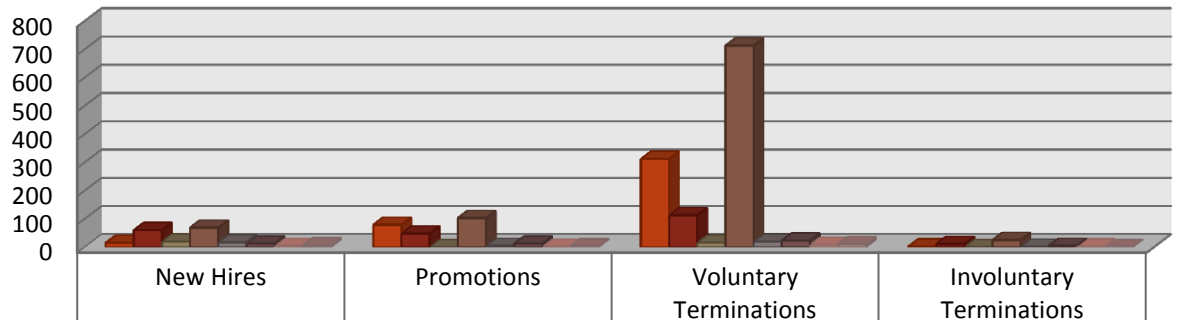
EOPSS will continue to make efforts to meet the Commonwealth's benchmarks in each category where goals have been set. In FY16, EOPSS will continue to hire and promote in the protected group categories. This Secretariat will continue to monitor and encourage all agencies to put forth its best efforts to improve hiring and promoting in all categories when positions become available.

In FY16, EOPSS' hiring will be based on the operational needs of each agency. Vacancies will be filled where deemed appropriate by agency heads and EOPSS Chief of Staff. When a vacant position is available, the Secretariat will continue to make good faith efforts to work toward our placement goals in all four of the protected groups.

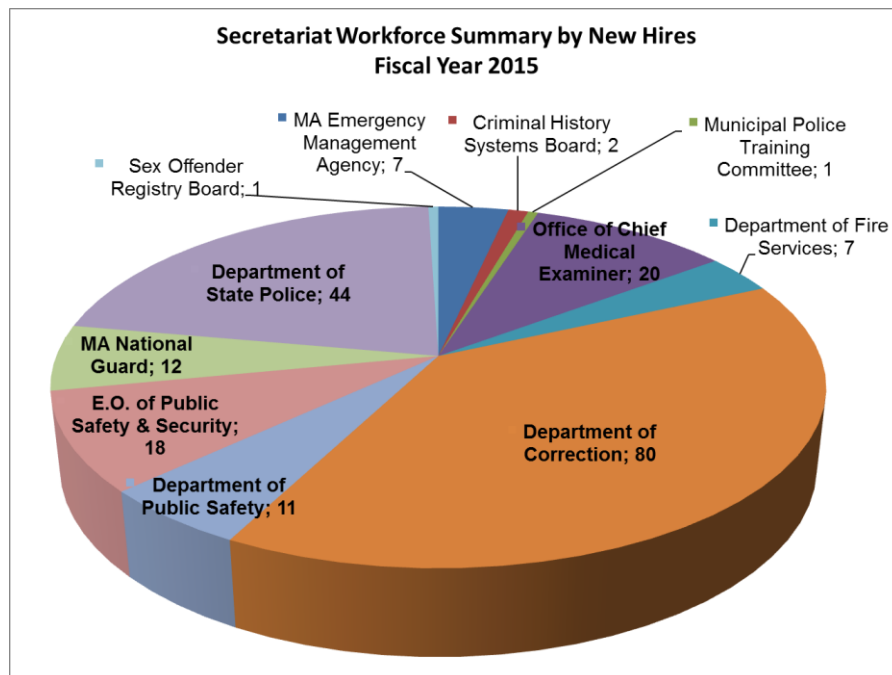
EOPSS Human resource team will work directly with Agency Diversity Officers and the Secretariat Chief of Staff to monitor the vacancies and hiring activities of all EOPSS' Agencies to ensure all placement goals are consistently tracked and reported on a quarterly basis throughout this year.



Secretariat Analysis by EEO4 Category Fiscal Year 2015



	New Hires	Promotions	Voluntary Terminations	Involuntary Terminations
Officials and Administrators	15	79	312	2
Professionals	60	48	113	11
Technicians	20	0	16	0
Protective Service: Sworn	69	103	713	25
Protective Service: Non-Sworn	17	4	19	1
Office/Clerical	12	12	23	4
Skilled Craft	4	1	8	2
Service Maintenance	6	3	11	0

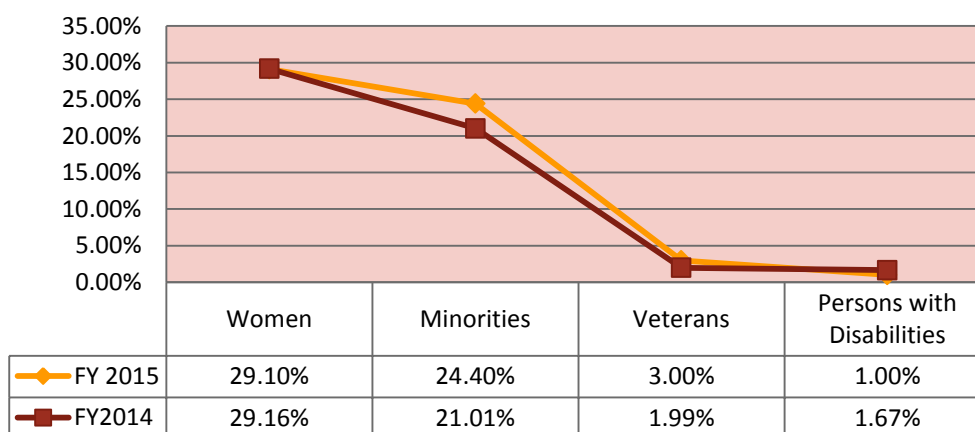


MASSACHUSETTS DEPARTMENT OF TRANSPORTATION

SECTRATARY STEPHANIE POLLACK

Julian Tynes, Diversity Director

Demographics as of June 30, 2015



AGENCIES

Aeronautics Division
 Highway Division
 Merit Rating Board
 Registry of Motor Vehicles Division
 Transit Division

Massachusetts Department of Transportation

Annual Report Narrative FY 2015

INTRODUCTION

MassDOT Mission Statement

To deliver excellent customer service to the people who travel in the Commonwealth and to provide our nation's safest and most reliable transportation system in a way that strengthens our economy and quality of life.

MassDOT's Office of Diversity and Civil Rights Mission Statement

MassDOT's Office of Diversity and Civil Rights (ODCR) is committed to providing exemplary service to our employees, customers, vendors and stakeholders in an effort to prevent discrimination against any individual or group based on their race, color, gender, national origin, ancestry, religion, disability, age, sexual orientation, genetic status, gender identity, veteran status or military service. ODCR is dedicated to promoting inclusion, transparency and visibility, while fostering the growth and development of a diverse workforce and vendor base. ODCR is also committed to ensuring compliance with all MassDOT state and federal laws and contract requirements.

OVERVIEW

The **Massachusetts Department of Transportation (MassDOT)** oversees roads, public transit, aeronautics, and transportation licensing and registration in the Commonwealth of Massachusetts.

In the beginning of calendar year 2014, MassDOT employed 4,232 workers compared with 4,439 workers at the end of the calendar year, representing a 5% net increase in its total workforce. Overall, minority groups comprise 21.29% of MassDOT's workforce. Females represent 26.56%, Individuals with disabilities represent .59%, and veterans represent 2.93% of the workforce. The workforce is broken down by the following EEO-4 job categories: Officials and Administrators, 4.82%; Professionals, 50.62%; Technicians, 2.78%; Protective Service Non-Sworn, .23%; Office/Clerical, 25.34%; Skilled Craft, 14.31%; and Service Maintenance, 2.21%.

Although the MassDOT's Affirmative Action Plan was approved on August 1, 2014, the Four- Fifth's Analysis was conducted on the prior reporting period of January 1, 2014 – December 31, 2014. Because the data and analysis reflects a reporting period prior to the full implementation of the approved Affirmative Action Plan, it will not likely be an accurate measure of the impact on these protected EEO-4 categories.

We expect to reflect greater progress toward the targeted goals delineated in the Affirmative Action Plan after a full year of implementation.

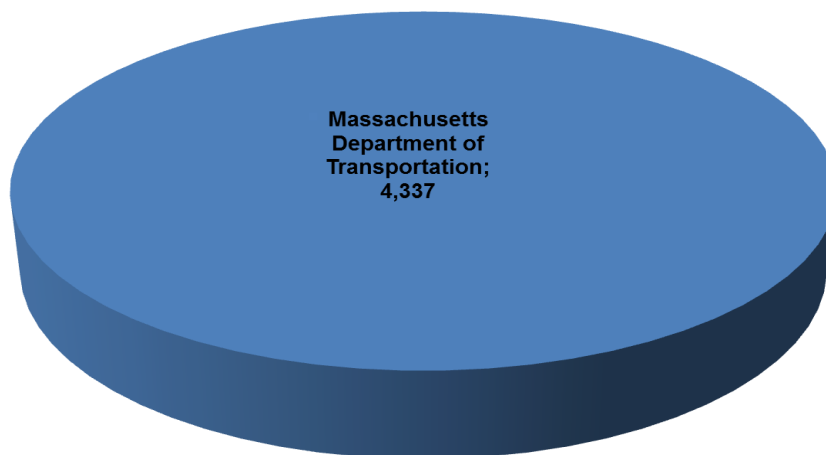
MassDOT's monitoring reports were extensively reviewed by representatives from Information Technology, Office of Diversity and Civil Rights, and Human Resources (Data Team). The Data Team found that there was no true data link between MassDOT's selected candidate(s) and the applicant pool. The reports were driven by incomplete data

and assumptions. The necessary information was stored in two divergent systems. The hire data was stored in the Compensation Management System (HR/CMS). The applicant pool data was stored in a home grown Microsoft Access Database (Resume Bank). The Data Team developed both short and long term reporting solutions. The short term solution was to manually review all paper requisition/posting folders from October 1, 2013 to December 31, 2013. The Staffing Unit manually attached the selected candidate(s) to the applicant pool in the Resume Bank. This manual process allowed MassDOT to produce three months of accurate applicant pool data. To address the long-term reporting issue, MassDOT procured an off-the-self electronic hiring process solution (NeoGov).

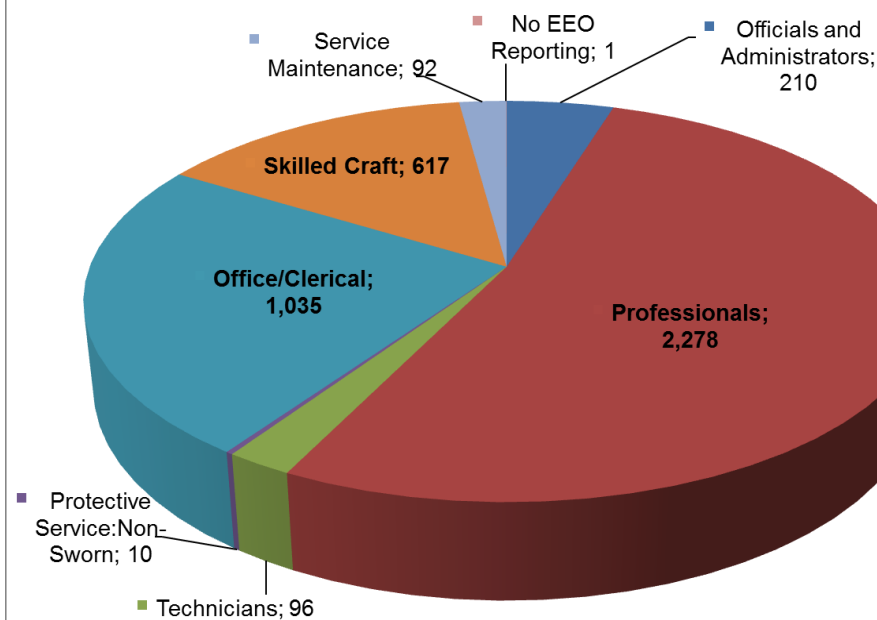
To support MassDOT in fulfilling its responsibilities, the EEO/AA Program reinforces EO principles by ensuring all segments of the public have equal opportunities to enter public service and work in an environment free of unlawful barriers to employment based on race, color, gender, national origin, ancestry, religion, creed, disability, age, sexual orientation, genetic status, gender identity, criminal record, active military or veteran status.

The MassDOT/MBTA EEO Program is a rolling 3-year plan detailing the positive steps MassDOT will take to ensure equal treatment of persons regardless of race, color, gender, national origin, ancestry, religion, creed, disability, age, sexual orientation, genetic status, gender identity, and criminal record, active military or veteran status. Furthermore MassDOT has the responsibility to implement an EEO/AA Program to achieve parity of minorities, females, individuals with disabilities, and veterans in all EEO-4 job categories. The EEO/AA Program sets annual placement goals by EEO-4 job categories for underrepresented minorities, females, individuals with disabilities, and veterans who comprise at least 2% of the available civilian labor force (CLF) in the Commonwealth and/or at least 2% of MassDOT's workforce. The employment data that were used to establish the 2014 – 2017 EEO/AA Programs were based on the snapshot of the workforce taken on December 28, 2013 for MassDOT and December 31, 2013 for the MBTA. It must be noted that although the EEO/AA Program is combined, the placement goals had to be established separately because due to the state financial structure MassDOT and the MBTA are treated as separate employers.

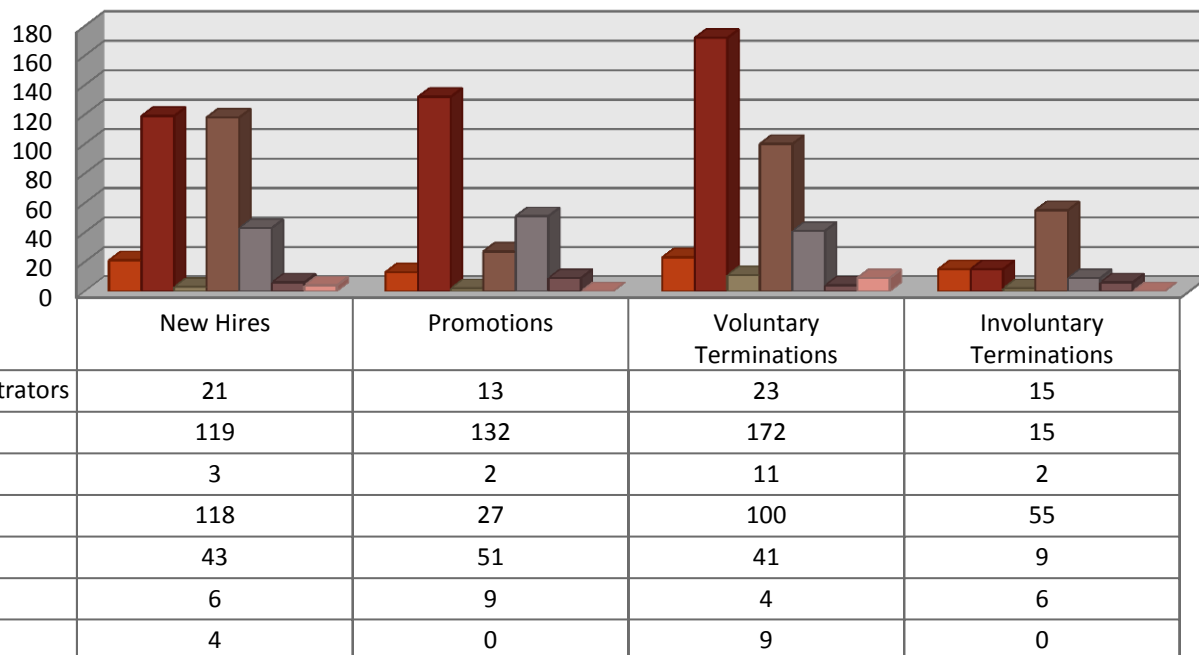
**Secretariat Workforce Summary
Fiscal Year 2015**



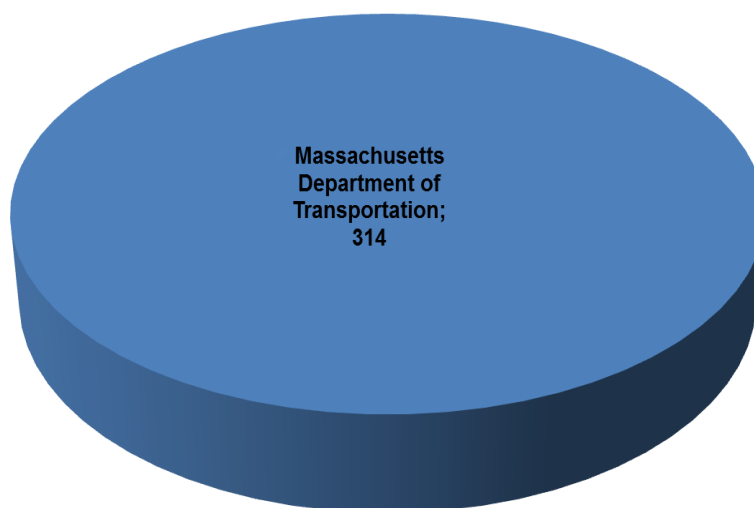
**Secretariat Workforce Summary by EEO4 Category
Fiscal Year 2015**



Secretariat Analysis by EEO4 Category Fiscal Year 2015



Secretariat Workforce Summary by New Hires Fiscal Year 2015



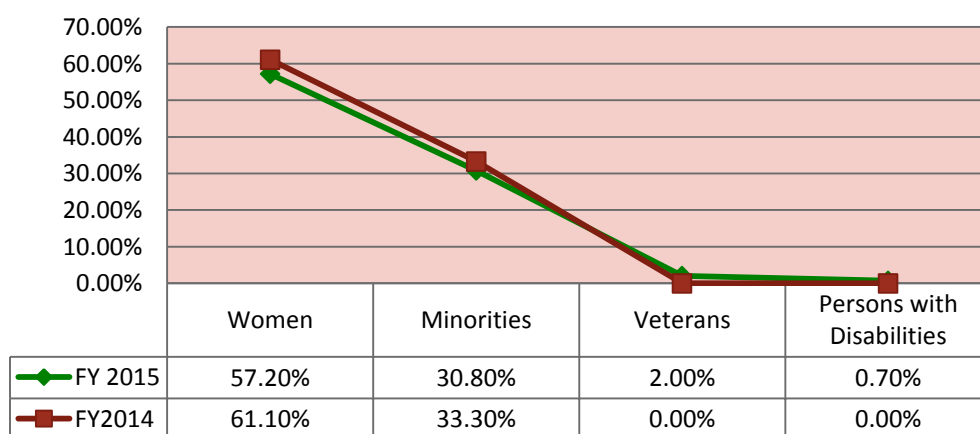
INDEPENDENTS

CENTER FOR HEALTH INFORMATION & ANALYSIS

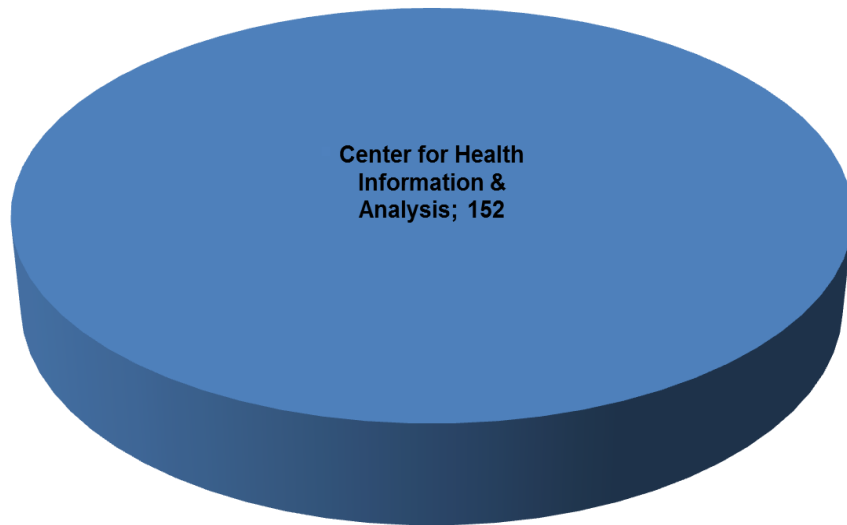
ÁRON BOROS, EXECUTIVE DIRECTOR

Tonya Bourassa, Diversity Officer

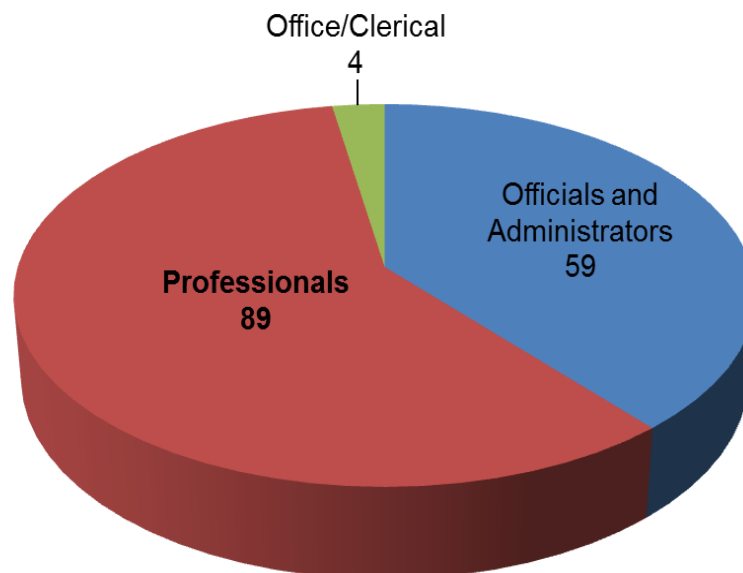
Demographics as of June 30, 2015



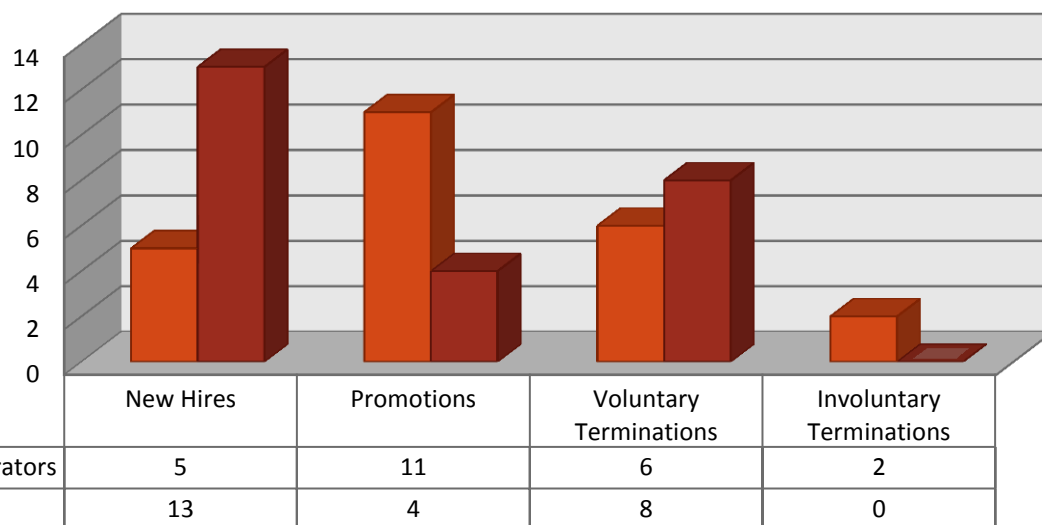
**Agency Workforce Summary
Fiscal Year 2015**



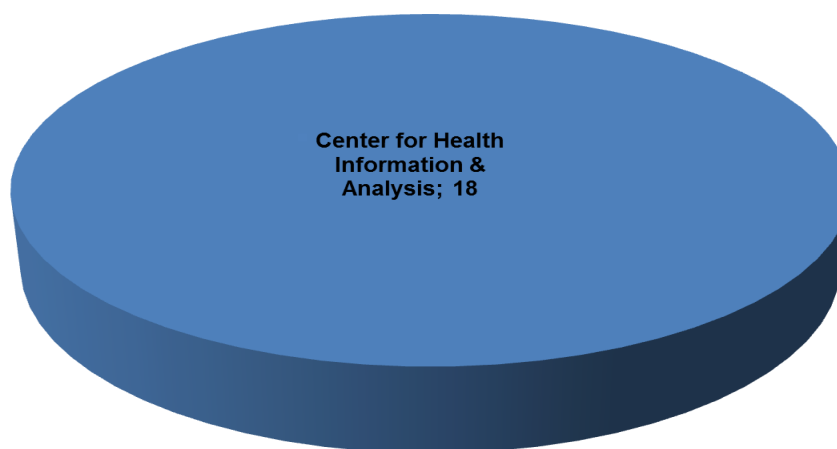
**Agency Workforce Summary by EEO4 Category
Fiscal Year 2015**



Agency Analysis by EEO4 Category Fiscal Year 2015



Agency Workforce Summary by New Hires Fiscal Year 2015

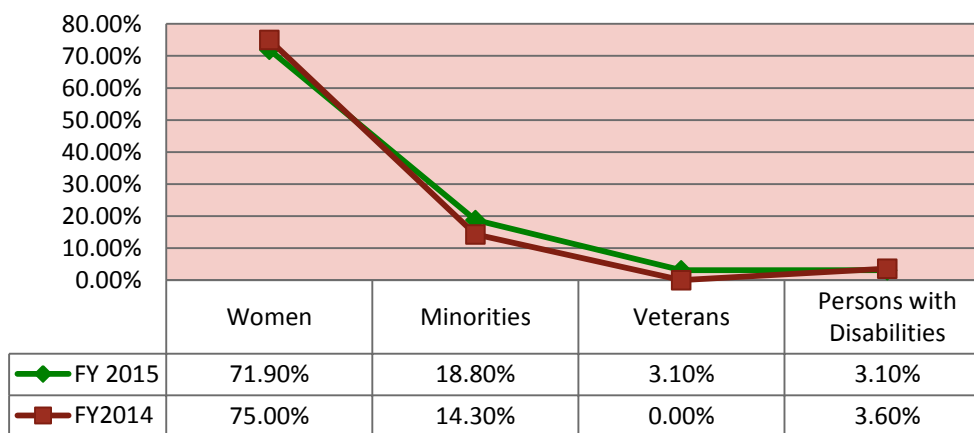


DISABLED PERSONS PROTECTION COMMISSION

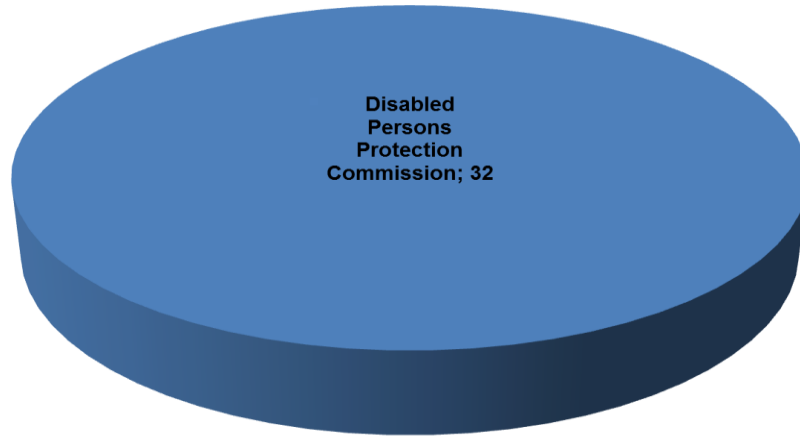
NANCY A. ALTERIO, EXECUTIVE DIRECTOR

Audrey Drinan, Diversity Officer

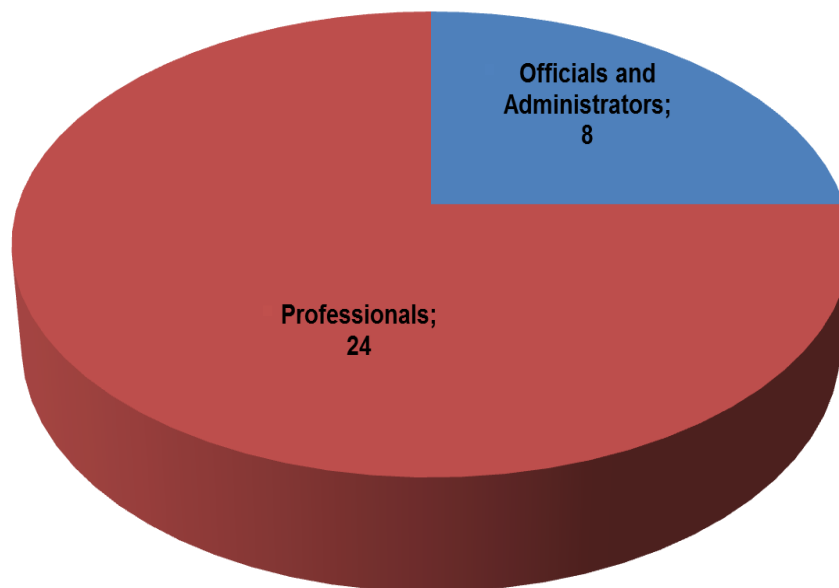
Demographics as of June 30, 2015



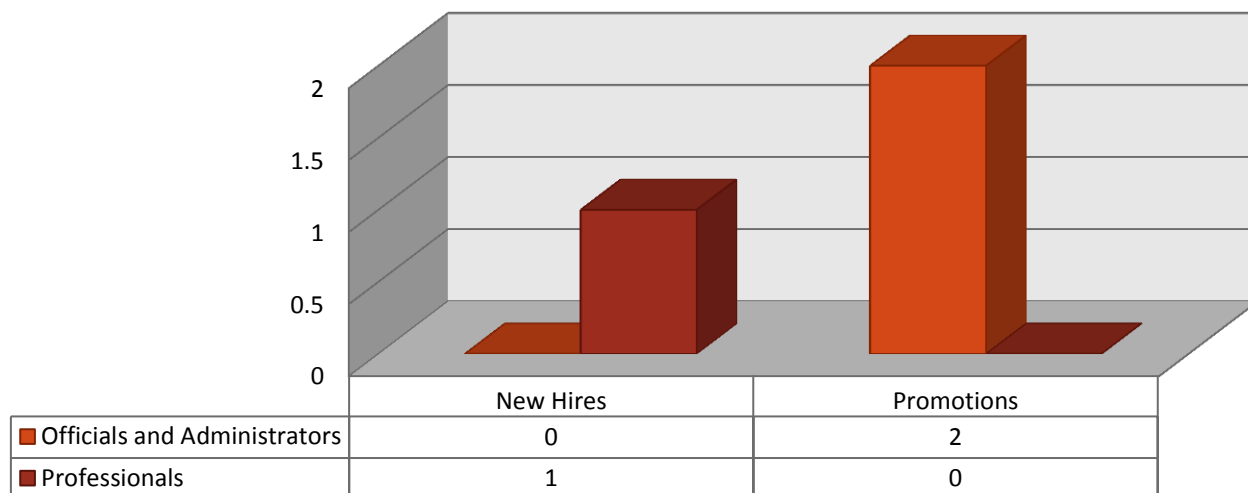
**Agency Workforce Summary
Fiscal Year 2015**



**Agency Workforce Summary by EEO4 Category
Fiscal Year 2015**



Agency Analysis by EEO4 Category Fiscal Year 2015



Agency Workforce Summary by New Hires Fiscal Year 2015

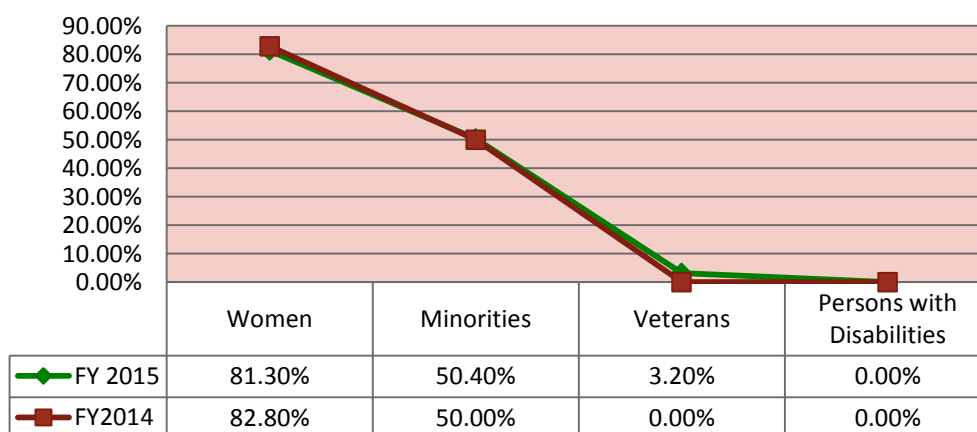
Disabled
Persons
Protection
Commission; 1

MA COMMISSION AGAINST DISCRIMINATION

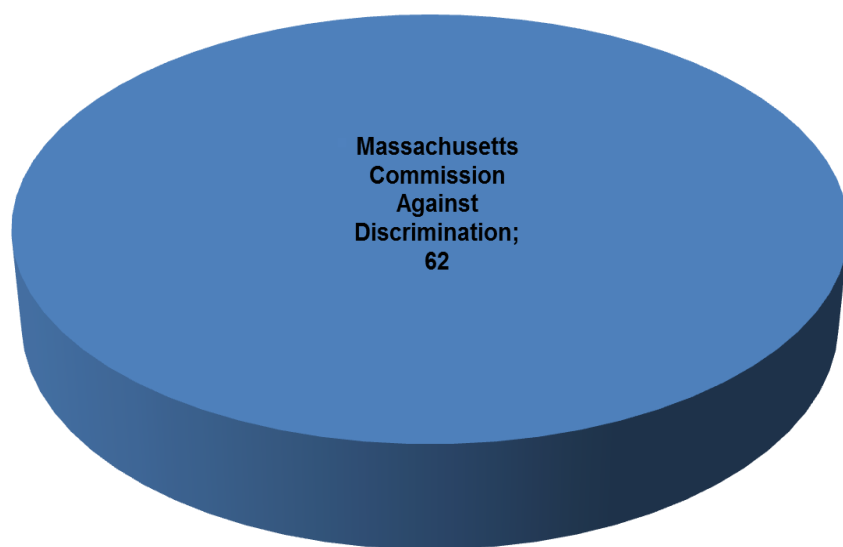
JAMIE R. WILLIAMSON, CHAIR

Lennie De Souza Smith, Diversity Officer

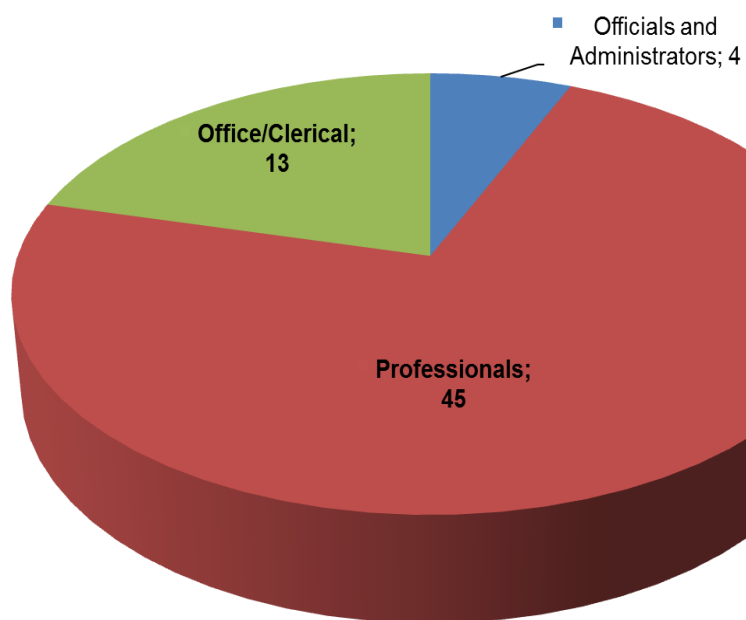
Demographics as of June 30, 2015



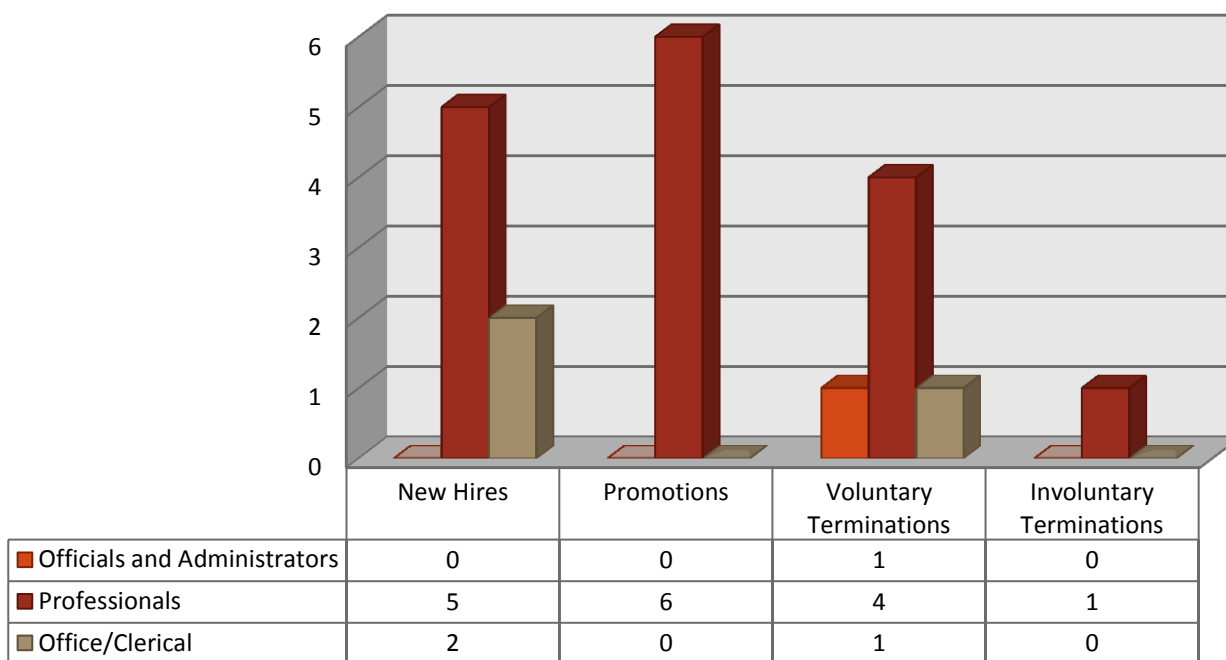
**Agency Workforce Summary
Fiscal Year 2015**



**Agency Workforce Summary by EEO4 Category
Fiscal Year 2015**



Agency Analysis by EEO4 Category Fiscal Year 2015



Agency Workforce Summary by New Hires Fiscal Year 2015

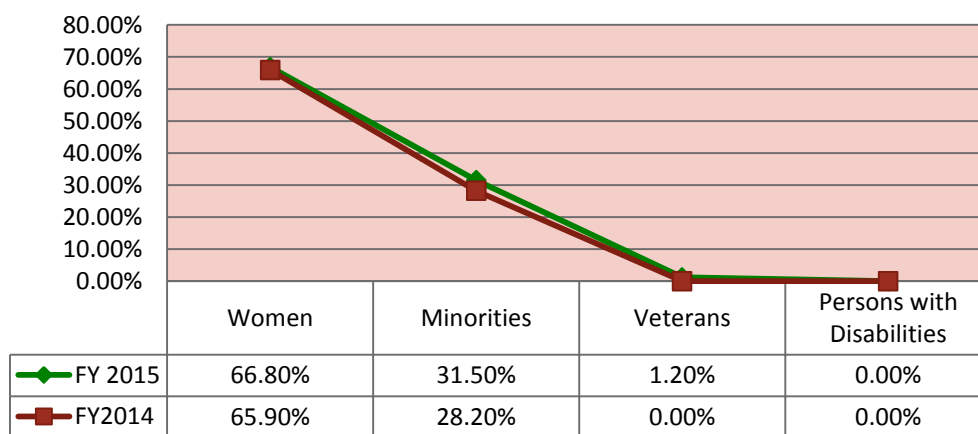


MA TEACHERS' RETIREMENT SYSTEM

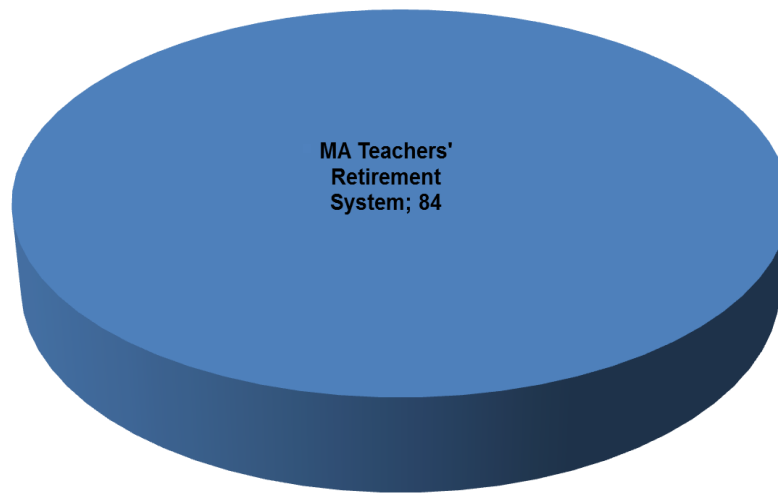
ERIKA M. GLASTER, EXECUTIVE DIRECTOR

Helen Petruzzello, Diversity Officer, Interim

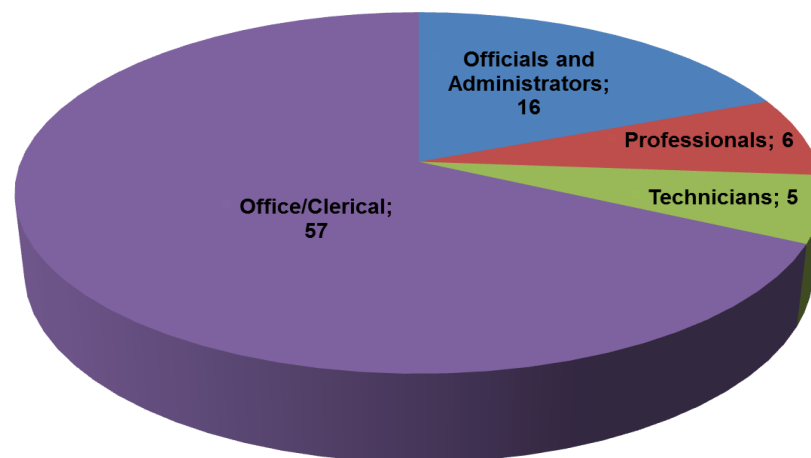
Demographics as of June 30, 2015



**Agency Workforce Summary
Fiscal Year 2015**



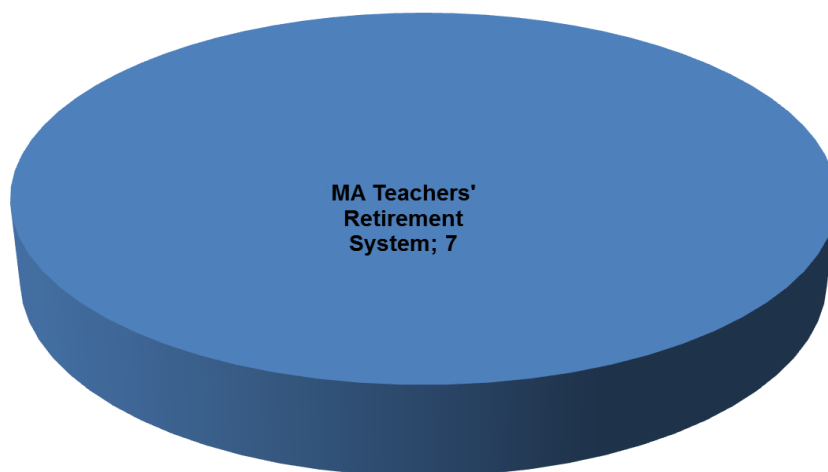
**Agency Workforce Summary by EEO4 Category
Fiscal Year 2015**



Agency Analysis by EEO4 Category Fiscal Year 2015



Agency Workforce Summary by New Hires Fiscal Year 2015

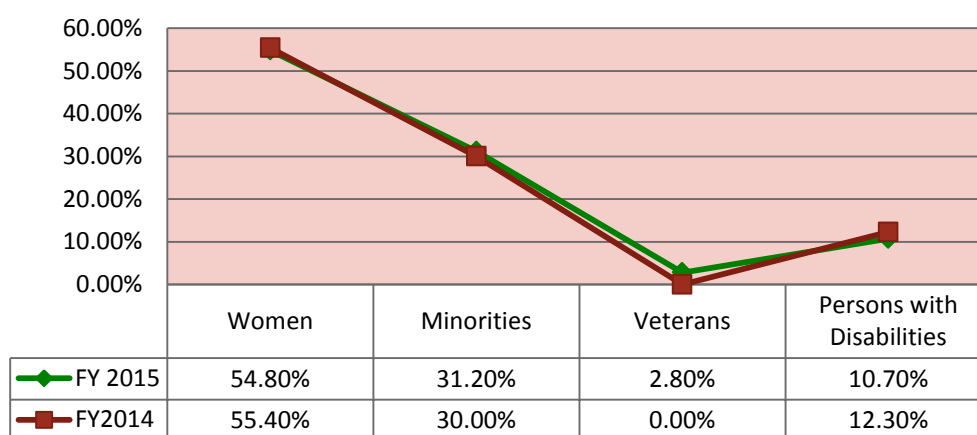


OFFICE OF THE STATE COMPTROLLER

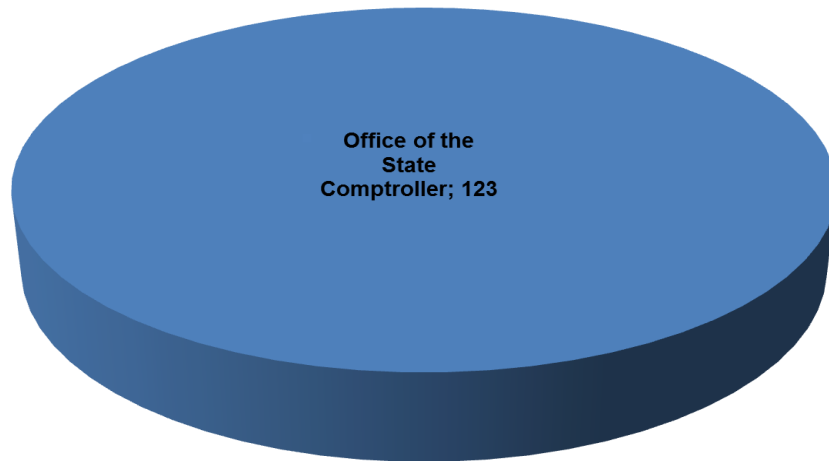
THOMAS SHACK, COMPTROLLER

Monica Middleton, Diversity Officer

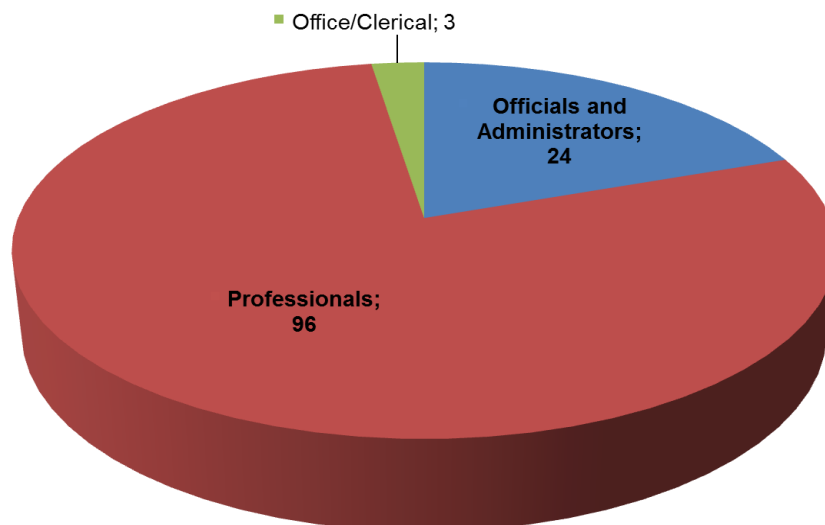
Demographics as of June 30, 2015



**Agency Workforce Summary
Fiscal Year 2015**



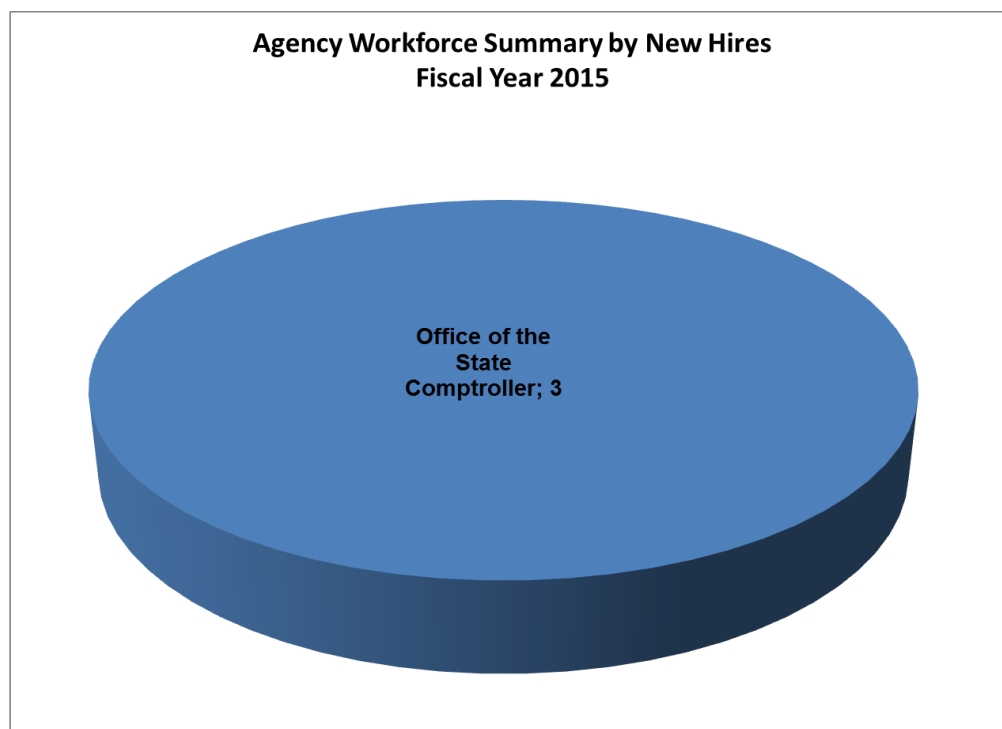
**Agency Workforce Summary by EEO4 Category
Fiscal Year 2015**



Agency Analysis by EEO4 Category Fiscal Year 2015



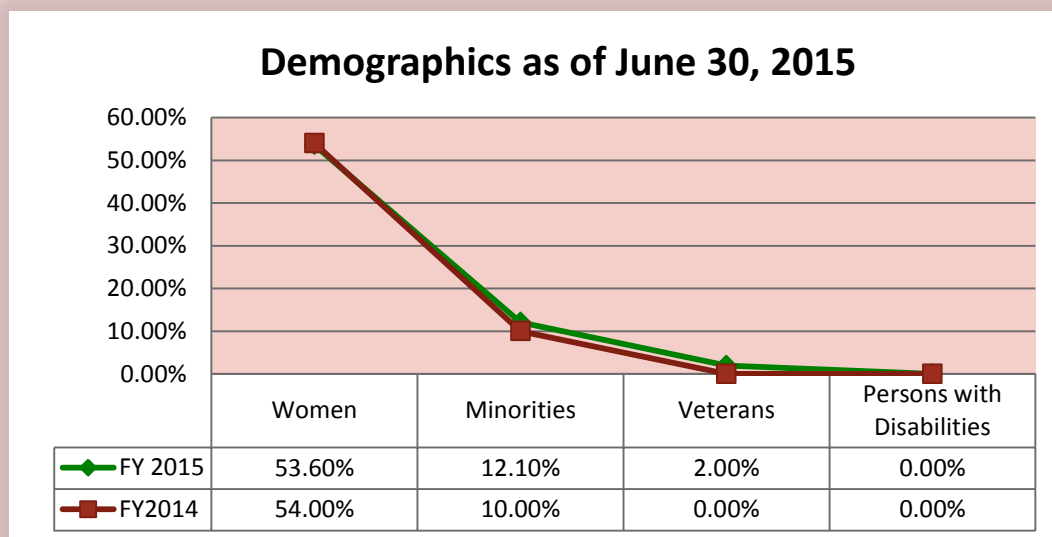
Agency Workforce Summary by New Hires Fiscal Year 2015



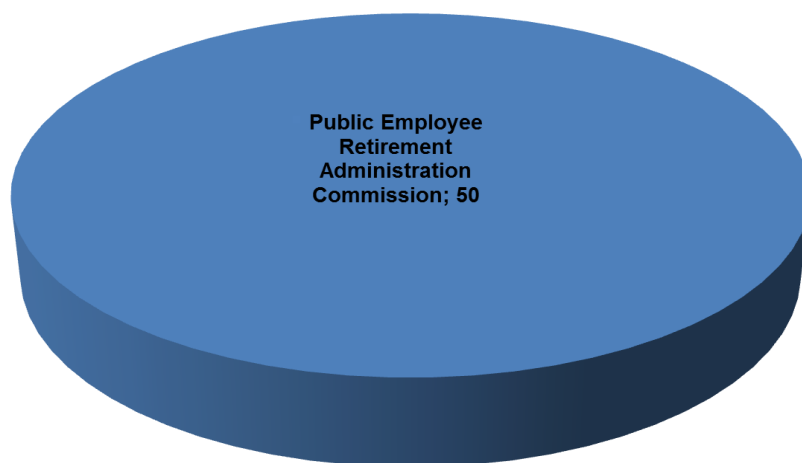
PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION COMMISSION

JOSEPH E. CONNARTON, EXECUTIVE DIRECTOR

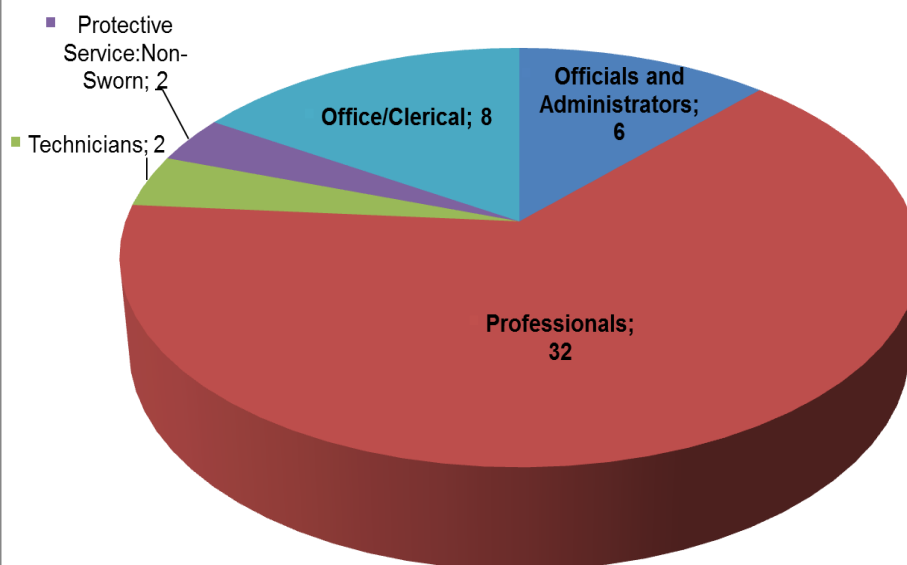
Caroline J. Carcia, Diversity Officer



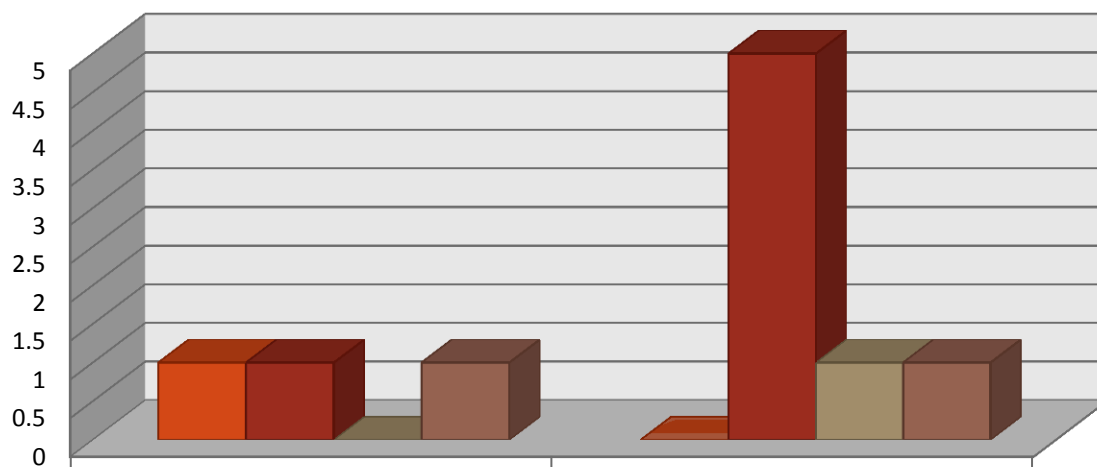
**Agency Workforce Summary
Fiscal Year 2015**



**Agency Workforce Summary by EEO4 Category
Fiscal Year 2015**

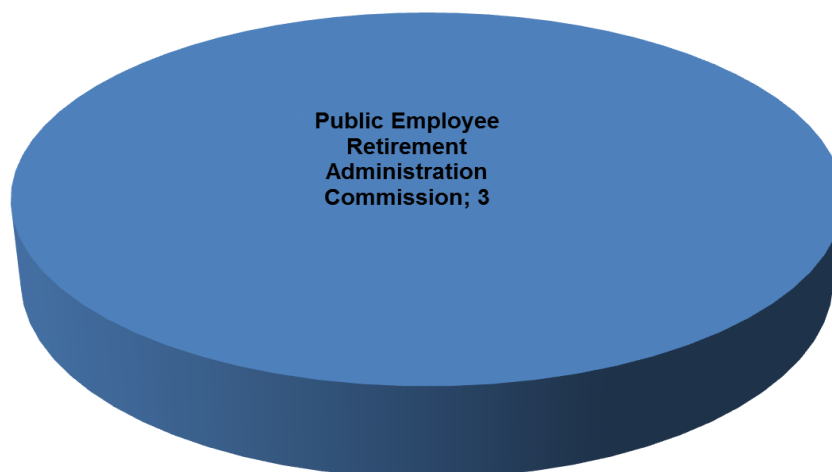


Agency Analysis by EEO4 Category Fiscal Year 2015



	New Hires	Voluntary Terminations
Officials and Administrators	1	0
Professionals	1	5
Technicians	0	1
Office/Clerical	1	1

Agency Workforce Summary by New Hires Fiscal Year 2015



Commonwealth of Massachusetts



*Shaping a Diverse and Inclusive
Workforce*